



Connecticut **INDUSTRY**

**DECEMBER
1944**

Delivery of the highest grade bituminous coal and industrial fuel oil to our customers throughout southern and western New England continues—and will continue—to be the primary interest of T. A. D. Jones & Company. You can be sure, now as always, that your requirements will be promptly met insofar as the national emergency permits.

**T. A. D. JONES & COMPANY,
Inc.**

*Bridgeport—New Haven,
Connecticut*

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 22 - NO. 12 - DECEMBER, 1944

L. M. BINGHAM, Editor

IN THIS ISSUE

	Page		Page
Editorial	5	Industrial Development	37
129th Annual Meeting Reviewed	6	Transportation	38
Purchasing for Connecticut War Industries	10	Accounting Hints	39
Miller Is 100 Years Old	12	Personnel	40
Chemistry Provides New Uses for Wood	14	Export News	41
News Forum	17	Business Pattern	43
Credit Lines	34	Queries	45
Over the Desk and On the Road	35	It's Made In Connecticut	47
		Service Section	52

OFFICERS

ALFRED C. FULLER *President*
 EDWARD INGRAHAM *Vice President*
 JAMES W. HOOK *Vice President*
 D. HAYES MURPHY *Treasurer*
 C. L. EYANSON *Sec. & Asst. Treas.*

ADMINISTRATIVE STAFF

C. L. EYANSON *Executive Director*
 L. M. BINGHAM .. *Director of Development*
 N. W. FORD *Manager*
 W. A. JOHNSON *Commercial Secretary*
 JOHN P. AHERN *Executive Assistant*
 FREDRICK H. WATERHOUSE *Counsel*

DEPARTMENTAL STAFF

M. R. RAITES *A. M. KRISTOF*
 R. C. JOHNSON *M. T. MONTGOMERY*
 K. E. RONAN *D. N. LOUCKS*
 E. G. BLOCK *M. H. FORSELL*
 V. D. CASTAGNO *M. F. KINNEY*
 D. P. GLASER

DIRECTORS

PHILIPS INGERSOLL *Middletown*
 R. H. VALENTINE *Stafford Springs*
 G. W. BLUNT WHITE *Mystic*
 ROBERT S. EDWARDS *Norwalk*
 N. B. BERTOLETTE *Hartford*
 JOHN H. GOSS *Waterbury*
 HARRY B. CURTIS *Bridgeport*
 T. F. HAMMER *Branford*
 WADE W. WILLIAMS *Putnam*
 R. L. WHITE *New Britain*
 L. J. ROSS *Torrington*
 R. E. GAYLORD *Winsted*
 H. W. STEINKRAUS *Bridgeport*
 FRANK H. LEE *Danbury*
 W. R. L. MCBEE *South Willington*
 ARTHUR B. BARNES *Taftville*
 J. M. BRINDLEY *North Grosvenordale*
 W. R. JENNINGS *Cheshire*
 H. W. JONES, JR. *New Haven*
 C. I. PACKER *Meriden*

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 456 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



The Good Neighbor Policy of Your Home Town Bank

Being a good neighbor is next door to being a good friend.

All of us have learned something *more* about the art of being good neighbors during these trying war years. By participating in community wartime activities, thousands of families living next door or only a few houses down the street have come to know and respect each other's views. They have become real neighbors bound together in a common interest, rather than mere names in a street directory.

Similarly, thousands of you who operate small and large manufacturing plants, spurred on by the common cause of winning the war, have helped each other as never before, with materials, machines, engineering talent and research facilities.

We bankers have likewise benefited from the more

neighborly spirit abroad in every city, town and hamlet. Although we thought we were doing a good job of safeguarding depositors' money and loaning it on reasonable and friendly terms and conditions, we've learned a number of ways of improving our good neighbor policy. In fact, we've been making better than 90% of the small loans as well as the large ones for the past three years—and are still finding new ways to improve our services for the remainder of the war and for the trying reconversion years ahead.

So whether you need only a few hundred or several million dollars to finance raw materials, machinery or equipment, inventories, accounts receivable, or money for any other purpose, call on your friendly neighbor, the banker, downstreet in your own home town.

YOUR HOME TOWN BANKER

THE NEW SPIRIT AMONG BANKERS

By ALFRED C. FULLER, *President*

THOROUGHLY awakened to the responsibilities of commercial banks in the creation of prosperity by sound private enterprise methods, the progressive leaders of the Connecticut Bankers Association are now busily engaged in formulating plans for an aggressive loaning policy that will meet all sound credit requirements of Connecticut industry, business and the individual citizen of the state.

After several months of investigation and study of the localized credit requirements now existing or anticipated in all communities of the state, the Association's officers are now forming a state-wide credit pool which is expected to be large enough to permit loans of any size. By this forward step—the first of its kind ever taken by a state-wide banking group—any bank participating in the pool, no matter how small, will be able to meet the requirements of any borrower who demonstrates ability to repay the loan. The creation of this pool will mean much in terms of convenience to many large manufacturers of the state who, in the past, have been forced to make banking connections with the larger city banks.

Moreover, the establishment of this state-wide credit pool, is designed to foster a loaning policy among all banks which will lay greater emphasis upon character and ability of the borrower than upon the depression yardsticks of quick assets and liquidation values of machinery, buildings and patents. It will also encourage the taking of greater banking risks more in line with risks which employers must shoulder, if they are determined to furnish the necessary jobs to maintain capitalistic enterprise in this country. Under the plan a loan of \$100,000 which may seem too much of a risk venture for even a large bank, may be spread to many banks, thus reducing the liability and preserving the safety of each.

Although commercial bankers, like many manufacturers, have been derelict in their responsibility to acquaint the public with their contributions to society in the past, and have failed in many instances to broaden their loaning policies, even for their own advantage, they have been gradually shifting to more progressive practices since Hitler's legions swarmed



over Poland in 1939. Unknown to most people the banks of the country loaned \$29,000,000,000 to 24,000,000 borrowers in 1940, the last full year of peacetime operation. In that year the average loan approximated \$1700—a good indication that the average banker has not been unmindful of the importance of "small business" to the welfare of the nation, even though he has not been as vocal on the subject as the politician and the public relations departments of federal loaning agencies.

Today, your neighborhood banker is on the alert. He, too, like most Americans after Pearl Harbor, is taking a realistic attitude about the need for practical expression of a renewed faith in the future destiny of this country. These expressions of faith in the great future of Connecticut and the nation are seen in the ever larger number of loans being made to industry to aid them in their war production and reconversion efforts. An increasing number of banks are also making loans on warehouse receipts and accounts receivable. Soon I confidently expect that the new spirit of enterprise and neighborliness among Connecticut banking leaders will spread to every commercial banking institution in the state until it includes every type of loan and borrower advisory service that is needed or available anywhere in the country.

"Connecticut can take care of her own" was for many years, until the last depression, the sound slogan of state political and business leaders. Our neighborhood bankers of the state have taken a realistic step toward renewing that slogan in the commercial and personal loan fields. Let us, as manufacturers and business men, do our part to foster this spirit of neighborly self-help in all of our activities. Only in this way can Connecticut make her maximum contribution toward a victorious peace at home and abroad.

...Hardly had man learned to fly than he began to feel the urgency of the need to communicate between ground and plane.



Radio headsets are one of C. T. & E. Division's contributions to aviation communications in World War II.



One of the first successful attempts in such two-way contact was accomplished with equipment designed and manufactured by Connecticut Telephone & Electric.

Since the early days of the telephone, our people have been identified with progress in communications. Today the principles of communications have applications of the greatest importance to industry, in connection with product development and production control.

Our developmental engineers also have much to offer to industrial executives seeking to produce a better product at lower cost. If our engineering and production facilities might tie in with your plans, we shall be happy indeed to talk with you.

CONNECTICUT TELEPHONE & ELECTRIC DIVISION

GREAT AMERICAN INDUSTRIES, INC.

MERIDEN, CONNECTICUT



TELEPHONIC SYSTEMS • SIGNALLING EQUIPMENT • ELECTRONIC DEVICES • ELECTRICAL EQUIPMENT • HOSPITAL AND SCHOOL COMMUNICATIONS AND SIGNALLING SYSTEMS • IGNITION SYSTEMS

GAIR BY AIR

**SAVES WEIGHT—SAVES SPACE
SAVES PACKAGING COSTS**

To the land of the Totem Poles —
flying time's from dawn to dusk.
Because weight is a first considera-
tion Gair containers and corrugated
boxes play a vital part in overland
and overseas shipping now and for
the future. Gair by Air means max-
imum cargo at minimum tonnage.
Write for bookler "Air Cargoes."



For large users—booklet on the Palletized Load,
illustrated with official photographs.

**SAVE WASTE PAPER
FOR WAR PRODUCTION**



ROBERT GAIR COMPANY, INC., NEW YORK • GAIR COMPANY CANADA LIMITED, TORONTO
Folding Cartons • Box Boards • Fibre and Corrugated Shipping Containers

129th ANNUAL MEETING REVIEWED

DISTINGUISHED leaders of the American business world, speaking at the 129th annual meeting of the Manufacturers Association of Connecticut at the Hartford Club Oct. 26, spoke out strongly in favor of preservation of the private enterprise system, pointing out that it is this system that has made America the greatest industrial nation on earth and which has brought to the people of this country the highest standard of living the world has ever known.

Over 800 manufacturers from all parts of the state crowded the Hartford Club to capacity to attend the meeting and at one point, while the banquet was being served, the attendance overflowed into the Knights of Columbus building nearby. The program ran off smoothly, starting with addresses and a business meeting in the afternoon, followed by a hospitality period, banquet and more addresses during the evening.

New Directors Named

At the business session the following directors were elected: W. D. Kimball, chairman of the board, Standard-Knapp Corporation, Portland, representing Middlesex County; Frank S. Nettleton, general superintendent, Hockanum Mills Company Division of M. T. Stevens & Sons Co., Rockville, for Tolland County; F. R. Hoadley, president, Atwood Machine Company, Stonington, for New London County; W. R. Hoyt, general manager, Yale & Towne Manufac-

turing Co., Stamford, for Fairfield County; and Maltby Stevens, general plant manager, International Silver Company, Meriden, director-at-large.

The Nominating Committee report was presented by W. G. Park, Chairman, and President of the Angus Park Woolen Company, while the Budget and Treasurer's Reports were given respectively by Mr. F. M. Holmes, President of North and Judd Manufacturing Company, New Britain, and C. L. Eyanson, Executive Director and Assistant Treasurer of the Association.

The Nominating Committee who selected the new director nominees elected at the Annual Meeting were as follows: W. G. Park, Chairman, President of the Angus Park Woolen Company, Inc., Hanover; K. G. MacCart, Vice-President and Treasurer of the Petroleum Heat and Power Company, Stamford; Benjamin MacMillan, Operating Manager of The Miller Company, Meriden; Charles M. Park, President of The Goodyear Rubber Company, Middletown; and E. B. Shaw, Agent, The American Thread Company, Willimantic.

President Fuller Speaks

Alfred C. Fuller, president of Manufacturers Association of Connecticut and chairman of the board of directors of the Fuller Brush Company, Hartford, in an address outlining the work of the association during the past years, keynoted the theme on the private enterprise system when he voiced a deep conviction that the

"great spirit of America" will carry this country through as a free democracy in which private enterprise will flourish for the good and to the betterment of all the people.

Mr. Fuller drew a picture of the country on the eve of a great national election and declared that "at the moment we are living in a day of indictment—the air is charged with recriminations." Characteristically, he said, "America is unconvinced that all is well. . . . If I had not lived so long . . . I would today . . . be willing with enthusiasm to give this country back to the Indians and solace myself with the firewater that was given in exchange."

However, Mr. Fuller said, his fundamental belief in the American people and his belief in the inherent honesty and fairness of men led him to the one conclusion that all is not lost. This faith in the "great spirit of America," he emphasized, can be shared by all if they will but look at the record of the past and accept it as a harbinger of what the future holds in store.

At this point Mr. Fuller turned with words of high praise to the sterling record written by Connecticut industrialists in war work over the past few years.

"Little old Connecticut, from the outset of the so-called defense production period, up and over the peak of the war production period, led the way," he said. "In truth it has been and is the arsenal of democracy.

THE AUDIENCE AT THE EVENING SESSION





A JOVIAL MOMENT during the Manufacturers Association of Connecticut banquet at Knights of Columbus Hall: (left to right) William G. Park, Pres., Angus Park Woolen Co., Hanover and President, Norwich Manufacturers Association; L. M. Bingham, Director of Development, Manufacturers Association of Connecticut, Inc., Hartford; John R. Sexton, Pres., J. R. Sexton, Inc., Meriden, and President, Meriden Manufacturers Association; F. U. Conard, Vice Pres. & Works Mgr., Underwood, Elliott, Fisher Company and President, Hartford County

Manufacturers Association; Albert E. Radcliffe, Pres., Winsted Manufacturers Association and Secretary, Winsted Hosiery Company; R. E. Gaylord, Pres., Winsted Hosiery Company and Director, Manufacturers Association of Connecticut, Inc.; W. Stuart Clark, Works Mgr., General Electric Co., Bridgeport and President, Manufacturers Association of the City of Bridgeport; A. P. Smith, Vice Pres., The Russell Mfg. Co., Middletown and President, Middlesex County Manufacturers Association.

Her industries have produced in dollar volume of war contracts more per capita than any other state in the union.

Among the New England States, which produced 8.6 percent of the cumulative supply contracts through June of this year, Connecticut produced over half, or 4.4 percent, with Massachusetts second at 3.8 percent, and the rest of the New England States trailing far behind," he asserted. "Connecticut led all other states of the union on this percentage basis with the exception of Michigan, New York, Ohio and California.

"Since June of 1940 her industries produced \$10,000,000,000 worth of war contracts and she did it with a plant expansion costing only \$229,-

000,000," Mr. Fuller said. "The speck on the map of the United States which is Connecticut has contributed far in excess of her rated share to the war effort put forth by this nation," he concluded.

Before closing his talk Mr. Fuller spoke with favor of the work done by members of the Association's staff. In this respect he said the organization was fortunate because of the "skill, experience and devotion" which exist among the men and women whose job it is to execute the work of the Association.

Mr. Hancock on Free Enterprise

John M. Hancock, co-author of the Baruch-Hancock report on postwar adjustment and partner of Lehman

Brothers, New York investment house, took up where Mr. Fuller left off by saying that one of the major questions before the people is the decision regarding the proper place of government in postwar plans.

"To me it is clear that government should concern itself primarily with the creation of an atmosphere in which private industry will perform its proper function in providing the utmost possible employment required to meet the needs and wishes of our people," he asserted. "We hear a great deal of approval of the general idea characterized in the expression 'free enterprise.' The question is whether, under pressure, we can maintain our conviction that after all the American way is the best way.

PRINCIPAL SPEAKERS



A. C. FULLER



J. F. LINCOLN



T. F. JOYCE



J. M. HANCOCK



SPEAKERS TABLE at the afternoon session (left to right): James F. Lincoln, Pres., Lincoln Electric Company, Cleveland, Ohio; His Excellency, Governor Raymond E. Baldwin; William G. Park, Pres., Angus Park Woolen Co., Hanover and President, Norwich Manufacturers Association; Edward Ingraham, Pres., The E. Ingraham Co., Bristol and Vice-President, Manufacturers Association of Connecticut, Inc.; Charles L. Eyanson, Executive Director and Asst. Treasurer, Manufacturers Association of Connecticut, Inc.

"I hope we can all recognize the essential point that national planning ought to be kept in its proper field," he said. "Most of us forget that a plan is no better than its execution and that there seem to be only three ways in which the federal government could carry out any plan for the national economy in the postwar period."

The three choices, Mr. Hancock said, are as follows:

"First, it could order people and business to produce goods. That is Fascism and we are fighting a war about that idea.

"The second course would be for the federal government to produce itself. That is State Socialism and we are likewise fighting a war about that idea.

"The only course left is free enterprise and free enterprise does not connote a plan on a national level. Free enterprise connotes that men and businesses will go about their own work, will stand on their own feet, assume their own responsibilities and produce the goods which, in their opinion, the consumers of America and the world want."

Governor Baldwin Keynotes

Governor Baldwin opened the meeting with an address of welcome in which he gave warm praise to Mr. Fuller and the Association's staff, and complimented the organization on having such fine citizenship at its head.

Where industry itself was con-

cerned, the Governor said he does not recall one instance "where a man or woman of industry has been called upon by the state government to aid in our program and refused." He said he was happy as Governor "that you worked with me and I have tried to work with you."

The state's Chief Executive told the audience that he regards "state government as a friendly, cooperative, helpful force rather than being a directing genius." He also said he felt that "there is a better spirit of friendship between management here in Connecticut today than ever before."

J. F. Lincoln Berates Bureaucrats

J. F. Lincoln, president of the Lincoln Electric Company of Cleveland, Ohio, said that the outstanding feature of American industry is that it is the most successful industrial system in the world. Yet, he said, the present administration in Washington is not a good one for that system."

Despite that fact, Mr. Lincoln said the Gallup poll shows that the only people, as a group, changing from Republican to Democratic in their views are businessmen. Some 35 percent of that group were scheduled to vote the Democratic ticket in the election. In other words, he said, there are that many businessmen who are of the opinion the New Deal cannot be licked and therefore are willing to join it.

Such an attitude is one that calls for a pause, in Mr. Lincoln's opinion, because, he stated, there are those in

Washington who would change the industrial system or the free enterprise system under which it has flourished, and such a threat cannot be looked upon lightly.

He berated the manufacturers for taking a "beating" from the Washington bureaucrats who would change the American way of life, saying no one can observe the present day position of the industrialists in relation to the government bureaucrats without wonder.

America, with 10 percent of the population and with probably less than 10 per cent of the natural resources of the rest of the Allies, has produced more than half of the munitions which have won this war, he pointed out.

"Under the guiding genius of the American industrialist," he declared, "we have furnished not only the munitions which our enormous Army and Navy are using, but also a large part of the munitions used by all the rest of the Allies. It is safe to say that if the industrialists of the United States had been moved to Germany or Japan, or to any other Axis country, the outcome of the war would have been reversed.

"The American industrialist recognizes what he has done but he is so constituted that instead of standing off and patting himself on the back in wonder and praise of himself, as do bureaucrats, he merely takes it in his stride and plans for the next step, saying nothing," the speaker asserted.

"If the average man could understand production, the industrialist's patriotic motives would be generally understood and praised," according to Mr. Lincoln. "Instead of that," he said, "there is the reaction in the minds of the average individual, who is not aware of the facts, that since the industrialist does not object to being kicked around by bureaucrats, he is admitting that the kicking around is entirely justified. As far as their contribution to the war effort is concerned, these same bureaucrats haven't the right to even black the industrialist's shoes.

Because of this, Mr. Lincoln said the industrialist must change his viewpoint. "The industrialist must take his rightful position of leadership in the thinking of the American people. He must brush aside the insignificant, arrogant bureaucrats with their pettifogging and illegal edicts. He must recapture his position of leadership

that his accomplishments warrant. Only by doing so," he concluded, "can America face the future with confidence."

Joyce Paints Bright Future For Television

A nationwide television system, at the service of this nation's political, business and labor leaders can help the American people realize their hopes for employment, security and plenty after the war is over, said Thomas F. Joyce, manager of the radio, phonograph and television department of the Radio Corporation of America.

The immediate post-war development of sight and sound broadcasting can, and will, contribute forcefully to a sound economic structure in two ways, the speaker maintained. Most important, he declared, is television's potential power to stimulate the demand of all consumer goods, from farm and factory alike, and thereby create more jobs.

Secondly, it will contribute directly to additional employment and increased purchasing power in the radio industry itself. In this connection, he expressed a conviction that if television is permitted to go ahead immediately after the war ends employment in the radio industry at the end of the third full production year will be approximately 600,000 as com-



A SECTION OF THE HARTFORD CLUB BANQUET HALL

pared with a 300,000 pre-war peak, an estimated increase in this industry alone of 300,000.

In an explanation of this Mr. Joyce pointed out that if television is given the "go-ahead" now and, assuming that its production gets under way in 1945, it can be confidentially predicted that three-fourths of America's families — 30,000,000 — will own sight and sound home receivers by the end of 1955. Estimating the average cost of the receiver to be \$200, he declared that this would pre-

sent a ten-year market for over \$6,000,000,000 worth of television receivers.

Acting as hosts during the banquet at the Knights of Columbus and the two Hartford Club dining rooms were: F. U. Conard, Vice-President and General Manager of the Underwood Elliott Fisher Company, and President of the Hartford County Manufacturers Association; Edward Ingraham, President of The E. Ingraham Company and Vice-President of the Association; and President Alfred C. Fuller.

New M. A. C. Directors Named at 129th Annual Meeting

WALLACE D. KIMBALL, director for Middlesex County, is chairman of the board of the Standard-Knapp Corporation of Portland. He was born and educated in Chicago.

After leaving school he moved to the South and engaged in the sawmill business with the company operating under the name of the W. D. Kimball Lumber Company. He then entered the wholesale lumber busi-

ness and, in 1916, joined the National Binding Machine Company, N. Y., where he was production manager.

The company was purchased by some of the employees and incorporated as the Standard Sealing Equipment Corporation of New York. In 1931 Standard Sealing bought out the Fred H. Knapp Company of Ridgewood, N. J., and the two firms were merged under the name Standard-

Knapp Corporation. In 1940 the company moved to Portland.

During the life of Standard Sealing and Standard Knapp corporations, Mr. Kimball has been in charge of production, up to the present time.

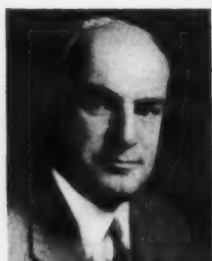
★ ★ ★

FRANKLIN R. HOADLEY, director for New London County, is

(Continued on page 51)



W. D. KIMBALL



F. R. HOADLEY



F. S. NETTLETON



MALTBY STEVENS



W. R. HOYT

PURCHASING FOR CONNECTICUT WAR INDUSTRIES

By F. G. SPACE, *Purchasing Agent, The Seymour Manufacturing Co., Seymour*

It has been interesting to observe the pride and loyalty which our men in the armed services evidence for that particular branch of the service which they have chosen or to which they may have been assigned. Working together, day after day, sharing similar tasks and responsibilities, facing common problems and accepting the same risks would in themselves strengthen those bands of loyalty. Deeper than that, however, is the growing realization on the part of our men that to their group or their unit may come the opportunity for an outstanding contribution toward the winning of this war. With but few exceptions similar loyalties evidence themselves among the workers in our war industries—pride in their work, enthusiasm, successful completion of a difficult and important contract, unselfish and consecrated efforts to speed up production and increase the flow of needed materials to our far-flung battlefronts. These and many other factors characterize the workers in our Connecticut factories. Intelligent teamwork by men who realize that they, too, must march shoulder to shoulder is necessary if they would help their sons who carry the actual



F. G. SPACE

weapons of war to overcome a common enemy. For any one group in either management or labor to assume that its share was the most important would at once be unfair and egotistical.

It is in this spirit that I would contribute certain observations relating

to the work of the director of procurement or purchasing agent in our war industries. Our task has not been an easy one. Some of us were industrial buyers during the first World War and the memories of that experience are still very much alive. Material scarcities to the extent that they are present today were then practically non-existent; price controls were talked about but were not very much in evidence; priorities were in many instances necessary in the matter of production schedules but the allocation of materials was the exception rather than the rule. The work of the purchasing agent was relatively as important then as it is now but the magnitude and complications of the present task have been infinitely greater. Every buyer should be grateful that a man of such character and experience as Donald Nelson was chosen as the head of the War Production Board. His background of purchasing experience and the cooperative effort that he at once commanded from the purchasing executive gained him the Shipman Medal Award at the 1941 Chicago Convention of the National Association of Purchasing Agents. He was largely responsible for the standardization program and catalogue descriptions of Sears, Roebuck and was in charge of all their buying, which included the operation of numerous plants and the furnishing of materials to others for processing. There are many things we should applaud in the manner in which the War Production Board has functioned. While we may have rebelled at the complications of its processes, and more particularly the volume of paper work involved, nevertheless its overall achievements have been outstanding. Among its leadership have been many of our most capable industrial executives.

Upon the shoulders of the purchasing agent has rested the problem of obtaining material and equipment necessary for the operation of his plant and all within the restrictions imposed by the War Production Board. The task has been nothing short of colossal and it is to the personal credit of the buyer that out of the confusion



of voices and the mass of constantly changing detail, production requirements of material and supplies and equipment have been fulfilled. These new problems have been a challenge to all purchasing men but the future holds a still greater challenge. There is no substitute for character and ability. Eventually the restrictions of the past few years will be lifted, individual initiative and free enterprise will again have its day and the buyer who is alert, aggressive and dedicated to his task will play an important part in our industrial progress.

The science of purchasing involves the process of research; in fact, it is an essential part of purchasing. New emphasis will be placed on this particular function in our post war buying.

Many guide posts in purchasing have been temporarily removed; the selection of our source of supply has narrowed considerably, our inventories are restricted, the fortunes of war cause many rapid changes in the availability of materials. Let it be said that regardless of these new factors contract deliveries are very largely maintained and it speaks well for the cooperative effort of all departments of industry. Purchasing agents are particularly proud of the Connecticut Purchasing Agents' Association. It was organized 26 years ago and now has 142 members, representing most of those Connecticut industries sufficiently large to employ a man trained in that particular field. The Connecticut Association is affiliated with the National Association of Purchasing Agents, composed of over 8,300 members, divided among 69 local associations throughout the United States and Canada. It is noteworthy that the president of the National Association, elected at their convention in New York in May of this year, is a Connecticut man, Robert C. Swanton, Vice-President and Director of Purchases of the Winchester Repeating Arms Company.

Travel restrictions and the draft have reduced materially the number of salesmen's calls, hence many of the person to person transactions have been handled by telephone for the past two years. Each day it is not an uncommon occurrence with many buyers to have 75 or 100 telephone calls. Present conditions have in many instances necessitated a reversal in the role of the buyer and it is he who is making many of the visitations rather than the salesman. The important fac-



"Beginning now, I deliver your paper to-day and salvage it to-morrow!"

tor is to obtain the material when it is needed. While prices fortunately have been kept within reasonable bounds quality in many lines has suffered. Delays in transportation have complicated the problem of scheduling. Both truck and rail have contributed to this situation. However, all things considered they have done a magnificent job.

Donald G. Clark, Director of Purchases for the Gulf Refining Company, uses the phrase, "Efficient purchasing is sound buying plus good will as a by-product." The purchasing agents of Connecticut industries, I am sure, will subscribe to that doctrine. Every purchase is a two way transaction and the recognition of that fact should establish a buyer and seller relationship which is mutually profitable. It should be remembered that business begins with buying. Materials and supplies must be assembled before the wheels of industry start turning. The manufacturer must buy before he can sell.

It has been said that a corporation is but the lengthening shadow of a man. The industrial buyer through his method of dealing and his business ethics in general reflects the policies of his company. It is essential then that not only men of ability but men of high character should occupy the position of purchasing agent. Connecticut's industries are widely diversified. They run the gamut from hardware to zippers, from rubber goods

to catalysts, from industrial chemicals to pharmaceuticals, from heavy machinery to fine fabrics. It is stimulating to meet with a group of buyers representing such varied industries. While the buying power of such a group may be downright impressive it is not the large sums of money which may be authorized over their name—the important thing is the knowledge that each must possess to do his work efficiently.

Purchasing is one of the most interesting and challenging tasks that business has to offer and the future will find it of increasing importance with technically trained men coming to the fore. It is encouraging to note that due to the demand for knowledge on the subject of purchasing, coupled with increasing demands for trained men in that field, schools and colleges throughout the land are including purchasing in their curricula. Fifty-one schools now include "Purchasing" as a separate course and more than fifty others include purchasing in other courses. Now available are excellent text books on industrial purchasing and it is significant to observe that by far the major growth of interest and the development of subject material available for educational courses has come about within the past decade. These reflect a trend which augurs well for further progress in the technique of purchasing as well as improvement in the type of men who will carry on that work in the years to follow the war.

The measure of efficiency of a purchasing department is difficult to determine, although much has been written on this subject. Management should fully grasp the idea that there is profit through intelligent buying even as there is in selling. Again, let it be said that purchasing is only one department of business and the strength of an organization is in its cooperative effort. Purchasing men have a fraternity of interests which has brought them together, particularly through their state organization and developed a better understanding of their mutual problems. Such contribution as they may have made to the success of our great war effort is all in the day's work. They are proud of the principles from which are derived their National Association Standards of Purchasing Practices:

LOYALTY TO HIS COMPANY
JUSTICE TO THOSE WITH WHOM HE DEALS
FAITH IN HIS PROFESSION



FACTORIES OF THE MILLER COMPANY IN MERIDEN

MILLER IS 100 YEARS OLD

MILLER is not a man; it is a Connecticut industry. The Miller Company of Meriden was founded in 1844 or, to quote what is printed in its advertising: "Pioneers in Good Lighting Since 1844".

A man at 100 would be taking his ease but The Miller Company, passing its 100-year milestone, is busier than it ever was—stronger than it ever was. It is pioneering as keenly as it ever did—and it has done some pioneering in lighting.

In the beginning it *was* a man—Edward Miller. He was only 17 when he opened his little shop in Meriden in 1844 and began to make candlesticks, springs, and screws. Because he was a minor, he got his father to join him, lend him \$800.00, and

formed the partnership of Joel Miller & Son. He had qualified himself for the work he undertook by spending a few months learning the rudiments of metal craftsmanship in the Meriden workshop of Horatio N. Howard.

Those were dark days in more ways than one—days of gloom and glare in lighting—days of a deep depression which covered the country. But there wasn't any darkness, gloom or depression in Edward Miller. He was the personification of the true spirit of American enterprise—the pioneering spirit, the venture spirit, the spirit which counts freedom of opportunity as greatest of all, and realizes that understanding, cooperation and teamwork are the essentials of individual success.

He had one idea in mind. And that idea, 100 years later—only the other day—was expressed by Henry G. Weaver, of General Motors Customer Research Staff, when he described productive enterprise thus: "to make something that the other fellow wants, make it up in the form that suits him BEST, just as appealing and just as attractive as you know how to make it, and then get it to him, just when he wants it, when he expects it, and right when he needs it the most".

In 1844 lighting was provided mainly by candles and candlesticks were in wide demand. So Edward Miller them—made them outstandingly ornamental as well as useful. His business grew. Whale oil was also used for lighting. So he designed and produced and sold whale-oil burners and lamps; also lamps for the burning of camphene—an explosive mixture of turpentine and alcohol—and other burning liquids.

When kerosene was distilled from bituminous coal, Edward Miller was among the first in America to design and market a kerosene burner, the first of a good many "firsts" to come out of the Miller workshops and plants.

It wasn't all "cake" for Edward Miller. The large wooden building, which expanding business had led him to erect on the site of the present huge Miller plant, was destroyed by fire in 1856. Temporary quarters were secured, the business went on, and



ONLY THREE PRESIDENTS have served The Miller Company during its first century. Left to right, Edward Miller, Sr. (1844-1909), founder of the company; Edward Miller Jr., (1909-1923) and Burton G. Tremaine Jr., president from 1923.

a new workshop was built. Then came the panic of 1857. And, after that, the Civil War of 1861-1865. Miller took everything in his stride. Indeed, he contributed to the war effort. Miller lamps provided light for the commanding officers of the Union Army as they made plans late into the night while "tenting on the old camp ground".

Miller lamps also provided light for China. Shipload after shipload sailed off to the Far East. Simple, inexpensive lamps, they were just what China needed. They established the fame of Miller in that far-away land so firmly that when Mme. Chang Kai-shek visited America recently, she purchased for her use in her Chungking home a Miller Fluorescent desk lamp. And her husband, the great Generalissimo, liked it so well that he ordered several for his own study.


By 1866 the business had assumed such proportions that Edward Miller felt he could no longer handle it alone. So Edward Miller & Co., a joint stock corporation with \$200,000 capital, was formed. Plant extensions were built. Special departments for creative engineering, productive engineering, and laboratory tests were organized.

Then came new methods of refining petroleum and better kerosene was the result. New burners were required. The first of them was designed and marketed by Miller. Later, in 1884, Miller produced the Rochester Lamp. It was a tremendous success and widely imitated. So Miller engineers got to work and designed an even better lamp which they called "The Miller Lamp". The lighting trade liked it so well that they called it "The Perfect Lamp". It had a world-wide sale.


On the heels of kerosene came in succession the "fish-tail" gas flame of the crinoline days, the steadier light of the Welsbach mantle and Edison's carbon filament incandescent lamp. Miller was one of the first in America to produce a gas and electric fixture and with each improvement in the incandescent lamp—from the simple carbon down to the modern tungsten filament—Miller had a fixture ready for the market. When Miller learned that a better fixture for the fragile tungsten lamp had been conceived, the inventor's company and business was absorbed. The first complete store installation of this better fixture—1,500 lamps and the largest installation in the world—was made

Miller Library Lamps,

With No. 2 LIFT BURNERS.



No. 88276 N. Library Lamp.
 With Extension and Chain, same as No. 88254, shown on page 17.
 Length—Closed, 38 inches; Extended, 75 inches.
 Vase in Patented (Rochester) Finish.
 With Cast Copper Base in Patented Copper, Arched and Fluted, Rich Oil.
 Price, without Prisms, \$25.00 each.



DETACHABLE OIL FOUNTS

85 CANDLE POWER.

WITH PATENT AUTOMATIC SPRING EXTENSIONS.

Latest Improved Screw Burners.

DETACHABLE LIFT-OUT CONTAINERS.

Handsomely Finished.

ENAMELLED METAL VASES.

Fitted with No. 2 Miller Detachable Oil Wells, 12-inch Opt. Glass. Metal Shade Base, and No. 2 Chimney.
 Price, without Prisms.

If ordered with 30 Prisms, as shown, price \$40.00 each Lamp only.
 Detachable Shade \$10.00 extra.

No. 88278 N. Library Lamp.
 Length—Closed, 30 inches; Extended, 75 inches.
 Vase in Patented Copper Finish.
 With Cast Copper Base in Patented Copper. Solid Brass Arched and Fluted.
 Price, without Prisms, \$45.00 each.

THIS PAGE from an early Miller catalog brings back memories of kerosene lamp days when 85 candle power was about the maximum light output. Just as Miller's "Rochester Lamp" was the acme in Gay Ninety lighting equipment, so, too, are Miller's modern lighting fixtures considered among the finest offered today.

by Miller in the Kaufman store in Pittsburgh in 1910.

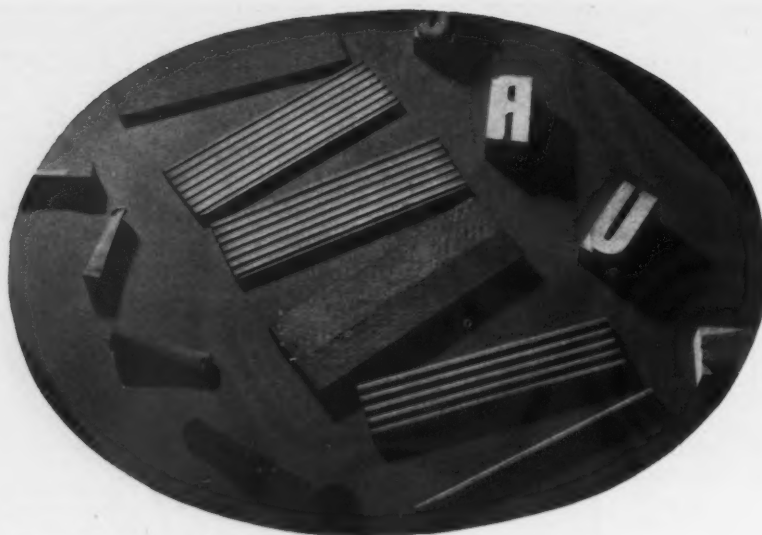
The improvement in lighting gave rise to great activities in the laboratories of science, directed toward the finding and developing of better light sources. Miller kept in close contact with them so that, as fast as a new light source was revealed to the world, Miller was ready with equipment for its use—equipment which not only had to be available quickly, but had to be of good quality and capable of best and enduring performance.

When the intense light produced by an electric arc striking mercury vapor was revealed at the turn of the

century, Miller was ready with equipment for its use. This was followed with new units which greatly broadened its lighting application, units which today are standard equipment for the use of mercury vapor light.

In 1921 the Miller Company took over the General Electric's Ivanhoe-Regent Works and Duplexalite Works and made the names of "Ivanhoe" and "Duplexalite" (standing for direct, indirect, and semi-direct industrial and commercial lighting) famous all over America and in many foreign lands.

When the news of the revolutionary
(Continued on page 31)



PIPE BITS, PENCILS AND WOOD BLOCK LETTERS may be treated with urea and "Arboneeld" dimethylolurea to give improved service. Treated wood pipe-stems may replace hard rubber and plastics. The treatment should give improved warp re-

sistance and sharpening qualities to the pencils. Steps in the manufacture of pencils are illustrated starting with the treated slat (top center). Increased durability and strength of wood block letters is obtainable by treatment with the chemicals.

CHEMISTRY PROVIDES NEW USES FOR WOOD

By DR. J. F. T. BERLINER, Ammonia Department, E. I. Du Pont de Nemours & Company

BY THE PROCESS described in this article, wood can be chemically treated to achieve fields of usefulness extending well beyond the frontiers to which it has been limited. This new wood born of chemistry offers the lumber industry one of its greatest opportunities to hold its own with other competing products in the post-war world.

WOOD is one material of prime usefulness to man which nature has provided in great abundance and accessibility. With proper forest management and cutting, our supply of wood is constantly replenishable and virtually inexhaustible.

There are many kinds of wood. The United States alone grows some 50 species which are widely used for commercial purposes. There are over a thousand others of lesser usefulness. Each species produces lumber of varying qualities, depending on where and how fast the tree grew, the grain of the wood, and from what part of the tree the wood is taken.

There are numerous grades of each wood, and specifications are established defining the dimensions and quality of commercial lumber. Each type and grade has distinctive properties and characteristics which make it particularly suited for some specific use.

There are many uses for which wood is not now entirely suitable. If wood were improved in certain respects, it would have more satisfactory, if not wider, usage. Further, it often happens that the most desirable wood for some particular use is expensive, slow growing and not abundantly available. If unsuitable woods could be sufficiently improved to be made useful and woods from various kinds of trees be made interchangeable, this would be an important contribution to economics and conservation. Fast-growing trees would be more actively cultivated if their wood could be endowed with the properties of the more desirable woods.

Wood has many virtues, but also, from the viewpoint of the engineer, fabricator, chemist, builder and user, some inherent defects. To establish how wood may be improved, it is necessary to consider its limitations.

Wood is slow drying, it checks, splits and warps during drying; it is flammable; it rots; insects eat it and bore holes in it. It changes dimensions with changes of humidity—swelling in damp weather, shrinking in dry weather, and tending to warp in any weather. It is not waterproof; the grain rises; chemicals affect it; finishing operations are expensive and tedious. Some woods are too weak for certain purposes. Woods having desirable color or grain may be unsuitable for the uses for which their beauty might make them most desirable. Incidentally, the most abundant and hence least expensive woods are the softwoods.

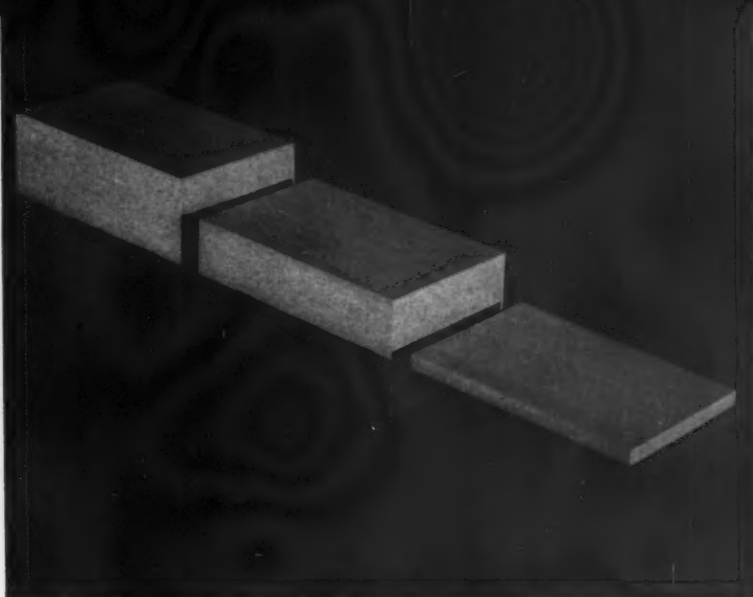
A number of these natural shortcomings of wood have been overcome.

The chemist and the engineer have but recently become cognizant of the tremendous possibilities offered. The lumberman carefully distinguishes between the different species and grades of wood but he tends to think of a board in the dealer's yard as his finished product. The chemist looks on the wood as a raw material, the properties of which may be altered to overcome its natural limitations. To him wood is primarily cellulose and lignin,

and the varieties differ mainly in how these two substances are distributed and arranged; in other words, species differ structurally but are, chemically, quite similar.

Now the chemist once again has improved on nature through a new and outstanding development, the treatment of wood with "Arboneeld" dimethylolurea and varying parts of urea. This chemical accomplishment is of real importance to this country at war and at peace. It is of significance not only to industry but to people in every walk of life. The new development—not yet fully explored commercially—is an outgrowth of general long-range investigations on the impregnation of wood conducted over many years by the United States Forest Service, Du Pont and other groups. Particularly valuable work in this field is being done by the Forest Products Laboratory, Madison, Wisconsin.

While urea has long been an article of commerce, "Arboneeld" dimethylolurea has but recently become available on an industrial scale. A solution of it and urea can react with itself under certain conditions to form hard, water-insoluble, infusible resins. The properties of the wood are profoundly altered when the compound is converted to resin within the wood's structure.



BLOCK OF Balsa wood at left treated with urea and "Arboneeld" dimethylolurea in the process developed by E. I. du Pont de Nemours & Company and compressed to varying thicknesses. Slab of transmutated balsa at right is harder than any known wood and is more than 10 times as heavy as the original balsa.

Properties of Wood Treated with "Arboneeld"

When sufficiently treated, the wood loses much of its natural tendency to swell or shrink or warp with humidity changes; nor will the grain rise on wetting. The wood becomes markedly harder, stronger, and more durable. It can be highly polished and more smoothly worked. Its tendency to shred and splinter during sawing,

planing, cutting and turning is reduced.

The natural color of wood is not greatly altered by the treatment. However, suitable dyes may be introduced with the treating chemicals, and the wood colored throughout. Freshly exposed surfaces may be finished without staining and scratched or marred surfaces may be easily restored by sanding and polishing.

Actually wood treated with "Arboneeld" and urea is transmuted, that is transformed, to a product with properties different from wood. The heavier the impregnation the greater the change. The wood is the structure in which the resin is carried. Within the limits of possible impregnation, one species may be substituted for another or used for purposes for which it was not previously suitable. Thus, more available or lower cost woods, or woods having more favorable color or grain characteristics may be utilized. Wood may be endowed with the properties required and one need not be limited by its natural characteristics. For example, poplar can be made harder than hard maple. Soft maple or other close grained woods may be used to replace dogwood or persimmon in certain applications. The compressive strength of wood as well as its hardness and resistance to the effects of moisture can be greatly increased.

Dimethylolurea and urea enter the wood structure as a water-soluble uncondensed material. While the wood is being dried, the compound gradu-



IMPROVED WARP RESISTANCE of wood treated with urea and "Arboneeld" dimethylolurea is quickly demonstrated by laying untreated (left) and treated (right) veneers on a wet towel, as shown.



DOGWOOD, PERSIMMON and similar rare species, may be replaced in textile equipment by wood treated with urea and "Arboneel" diamethylolurea. Illustrated are shuttles, a spindle, a bobbin and a spool, representing textile items which can be treated.

ally reacts with itself and the resin acids in the wood, first to form insoluble, but fusible products. Given sufficient time or heat, the reaction is completed and an infusible resinous product results. If the wood is subjected to sufficient heat and pressure while the resin is still in the fusible stage, the resin will melt, flow and allow the wood to compress. This treatment converts the resin to the final infusible form maintaining the wood in the dimension resulting from the press. Thus, it seems possible to compress wood treated with "Arboneel" to produce a hard dense, product with a consolidated closed surface requiring no filling, sanding or polishing. It is possible to apply moderate pressures sufficient to compress and consolidate only the surface or outer zone of the treated wood to produce a finished, hard surface. Thus, an item may be treated and then brought to the desired final dimension by heat and pressure. If polished or embossed platens are used, these finishes are reproduced on the surface of the wood.

As far as is now known, the treatment does not have any adverse effect on the gluing and finishing characteristics of the wood. Flame resistance is improved and the wood is also more resistant to fungi, rot and pest infestation.

Investigations on production, procedures, properties and applications of wood treated with "Arboneel" dimethylolurea are in progress.

It seems possible to improve by the use of treated wood such fabricated articles as veneers, furniture, textile and other machinery parts, sporting goods, pulleys, musical instruments, tool and knife handles, millwork, screen and door sash, rollers, wood heels, pencils, shoe lasts, tanks, sanitary ware, laundry equipment, chemical equipment, agricultural implement parts and many other items. More available, low-cost woods, at present not suitable for many of the above uses, could be utilized.

Due to the unprecedented demands of war, we are now faced with critical shortages of lumber. This desperate situation could be relieved when, by treatment, scarcer varieties could be replaced by those more plentiful and growing near at hand. This interchangeability of woods may be extended to allow the utilization of the many hitherto unused or little used kinds of trees abounding in this country.

There are many large quantities of woods available that are not widely used because they are too soft, too weak, crush or dent too easily, are not durable or present turning, work-

ing or finishing difficulties. Such woods as soft maple, tupelo gum, yellow poplar, a number of pines, and other woods can be treated and their usefulness greatly extended. They could release hard maple, oak, walnut and other more desirable, less available and more expensive woods for other more essential uses. In turn, these woods can be further improved. For instance, while soft maple can be made harder than hard maple, hard maple can be made harder than ebony. Industry can now create in a few days woods harder than ebony which nature takes centuries to grow.

Veneers, furniture, casings, stair treads, doors, trays, office, boat and store equipment, and cabinet work are some items for which wood may now be chosen for color and beauty of grain, more or less regardless of its other properties. Thus, tidewater red cypress with its attractive grain, California redwood with its satin-like texture and warm red color, and almost white cottonwood matching the best bleached woods, are but a few examples of the many woods that may now compete with other species. Advantage can now be taken of their natural beauty, unencumbered by those inherent defects that have heretofore limited their use. Hardness, finish, strength, density and durability can be contributed by the treatment. Thus, it may be possible to have new furniture—even floors—of beautiful woods that never could be used for such purposes before. They will be difficult to mar and can be readily restored if damaged.

Doors, windows and drawers can be constructed to closer dimensions because of lesser tendency to stick or become loose with changes in atmospheric conditions. Since the treatment imparts greater dimensional stability and allows smoother, cleaner and more accurate machining, there is a possibility, for the future, that furniture and other items manufactured from wood could be assembled from finished standardized wood parts, eliminating costly and laborious fitting by hand.

The Process

The impregnation of wood with resin-forming "Arboneel" and urea and the conversion of this chemical to resin within the wood is relatively simple and inexpensive, involving no new procedures or new or special equipment.

(Continued on page 32)

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

A CLEARER picture of the war, especially in the Pacific, will now be available to major industrial groups and similar organizations through the opening of a new Army speakers' branch in Washington, D. C., the War Department has announced.

Army combat veterans from all theaters, particularly the Southwest Pacific and the China-India-Burma theaters, will travel from Washington on request to speak before large organizations related directly or indirectly to the prosecution of the war. These speakers will not only relate their own experiences and observations but will also present the War Department's general estimate of the military situation and the size of the job ahead.

Requests for speakers may be made to Capt. Alvin Grauer, Speakers' Branch, Industrial Services Division, Bureau of Public Relations, War Department, Pentagon Building, Washington, D. C.

★ ★ ★

ARROW-HART & HEGEMAN Electric Company of Hartford has announced four promotions, including the advancement of Paul T. Galt, former assistant manager, to manager of the industrial control division. Mr.

Galt has been with the company since 1926.

Rocco Pierre, associated with the company 20 years and, until recently, assistant manager of the appliance division, now becomes manager of that division. C. H. Tuttle assumes the newly created position of sales manager of the industrial control division, after being with the concern since 1926. Fred H. Fagan has been appointed assistant manager of the appliance division. He joined the company 23 years ago.

★ ★ ★

THE RESIGNATION of William Caudell Jr. as sales manager of the standard products of the Corbin Screw Corporation of New Britain became effective Oct. 15, following seven years of service with the company. He is now connected with his father's business, the Portable Elevator Company in Bloomington, Ill. The new sales manager will be David Contois who was sales correspondent for the company.

Arthur Somes, male employment manager, has been named employment manager, while Miss Mary Davis, employment manager of women, has resigned to return to New York. August Anderson, oldest employee in point of

service, has been appointed technical adviser, while Gunnar Anderson has been chosen foreman of the chain room and Howard Simmons assistant foreman.

★ ★ ★

PRESIDENT H. M. HORNER of United Aircraft Corporation has made public the appointment of Henry E. Mooberry as assistant to the president. Mr. Mooberry joined United's public relations staff in May, 1942, and has been assistant director of advertising and publicity for the past year. He will maintain his offices at the corporation's East Hartford headquarters.

While attending high school and college in Nebraska, Mr. Mooberry worked on Lincoln and Omaha newspapers. After taking graduate work at Wharton School of Finance of the University of Pennsylvania and at New York University, he served with the Associated Press for 11 years, the last two as chief of the New Jersey bureau. For six years before coming to United, he maintained public relations offices in New York City.

★ ★ ★

THOMAS I. S. BOAK, works manager of Winchester Repeating Arms Company of New Haven, on the fourth anniversary of the Winchester 25-Year Service Organization, gave credit to a group of 824 craftsmen in the organization for spark-plugging the company's war production record.

The group was founded eight months before Pearl Harbor and Mr. Boak said each member has multiplied himself 15 times by training green personnel in the manufacture of firearms and small arms ammunition. The 824 men and women have a combined total of 27,818 years of service with the company.



Peace to the World

Yes, it will come again, and with it a renewed faith that the Spirit of Christmas will gain for all time the upper hand in the hearts of a bruised humanity.

It is with this hopeful thought that we of Robertson greet our friends at Christmas time.

ROBERTSON
PAPER BOX COMPANY
MONTVILLE, CONN.
NEW YORK OFFICE
420 LEXINGTON
AVENUE

EXAGGERATED
perhaps... but!

THERE'S FOOD FOR THOUGHT IN THE QUOTATION, "IF YOU HAVE NOTHING TO ADVERTISE, ADVERTISE YOUR BUSINESS FOR SALE."

EVEN IN WARTIME YOU HAVE SOMETHING TO ADVERTISE—YOUR NAME, SPECIAL SERVICES, POST-WAR PRODUCTS.

BUT MAKE YOUR PROGRAM WELL-ROUNDED, DESIGNED BY AN AGENCY WHOSE STAFF IS ENGINEERING-TRAINED, WHO UNDERSTAND THE TECHNICAL AS WELL AS THE SALES SIDE OF YOUR PROBLEMS.

IN SOUTHERN CONNECTICUT, THE RECOGNIZED INDUSTRIAL AGENCY IS

the
**PRODUCTS
RESEARCH**
company
STAMFORD, CONN.

YOUR NAME
.... doesn't
escape us



When you buy "via Graybar", you can count on personal attention to assure accurate order-editing, record-keeping and billing. Your active file is close at hand for inquiries or expediting.

3504-E

Graybar

ELECTRIC COMPANY

344 Capitol Avenue
Hartford, Conn.
Hartford, 2-8266

25 Union Street
New Haven, Conn.
New Haven 8-4163

"Everything Electrical"

THE NORWALK COMPANY, INC., holders of the coveted Army-Navy "E" award since Sept. 18, 1942, recently became the first company in the Norwalk area to acquire a fourth star for its "E" pennant.

The new pennant was given to Fred P. Ashbey, vice-president and general manager, by Lieut. J. A. C. Jaworski, United States Navy, at ceremonies attended by the men and women of the company who, by their continued and untiring efforts, made the award possible.

In his letter of notification, Admiral C. C. Bloch, chairman of the Navy Board for Production Awards, stated: "Each and every man and woman of the Norwalk Company is to be heartily congratulated for the splendid production record that has been established and maintained since the time that the original Army-Navy 'E' was granted. The determined support of all is required to back up our courageous men on the fighting fronts."

"Our pennant will continue to fly as long as the men and women of this company have anything to do with it," declared Mr. Ashbey in receiving the award.

★ ★ ★

SILEX COMPANY of Hartford has purchased Canadian Silex Company Ltd. of St. John's, Quebec, for approximately \$175,000. The Canadian Company was owned wholly by the late Frank E. Wolcott, former president of Silex of Hartford. The Connecticut concern has also negotiated for the purchase of the factory prop-

erty at Circleville, Ohio, which it has operated for the past two years under lease.

The War Production Board has allowed the company to resume production of its line of automatic electric steam irons, with the initial quota being 5,000 for November. Application has been filed for an additional 20,000 quota. In setting up to resume peace-time operations, provision will be made for considerably increased production facilities.

★ ★ ★

A NEW POLICY under which new employees with the company for five or more years will be awarded service pins has been announced by Charles W. Deeds, president and general manager of Pratt and Whitney Division, Niles-Bement-Pond Company, West Hartford.

Mr. Deed's announcement in part said:

"We have created a new pin, slightly smaller than the others, which marks five years of service. Over 1,000 of our people are eligible right now to wear this pin. It will be issued to everyone who completes five to nine years of service as of Oct. 1, 1944.

"We are very proud of the service record of our people. Few companies can equal it! We believe none can surpass it! The faithful service rendered by Pratt and Whitney people for 84 years has made possible all that we are and hope to be."

★ ★ ★

R. L. WHITE, president of Landers, Frary and Clark of New Britain, in a



FRED P. ASHBEY, vice-president and general manager of the Norwalk Company, and Lieut. J. A. C. Jaworski, U. S. Navy, display the new pennant with 4 stars which was presented to the company recently at ceremonies held at the plant and attended by employees who, by continued and untiring efforts, made the award possible.

h it
years

s al-
pro-
elec-
uota
lica-
onal
re-
ovi-
y in-

new
five
vice
arles
man-
sion,
West

part

htly
arks
0 of
v to
l to
nine
4.

vice
anies
can
ren-
ople
that

ders,
in a



any,
which
ended

recent talk to members of the company's sales staff, said the concern considers a postwar business 50 percent larger than its best prewar years a "very comfortable" proposition.

"We have no desire to become America's newest industrial giant," he declared. "We would like to build a business large enough to use to capacity our capital and our manufacturing facilities.

"A business 50 percent larger than our best prewar years would be very comfortable. We don't want to become top-heavy or over-expanded. I'd rather see us reach the next 100-year mark than swell up like a toy balloon and then burst."

A. E. Allen, chairman of the board, pointed out how the management and employees had learned new and better ways of manufacturing quality products during the war and said that those methods would be incorporated in postwar manufacturing.

★ ★ ★

EXPANSION and improvement of New Departure's Bristol and Meriden plants will highlight postwar operations for General Motors' bearing plants in Central Connecticut, according to General Manager Frederick G. Hughes.

"Our major postwar problem will be re-employment and readjustment of labor supply," he said. "No one can adequately answer the question of postwar employment, but we can say that employment at the Bristol and Meriden plants will be better in the postwar than in the prewar years."

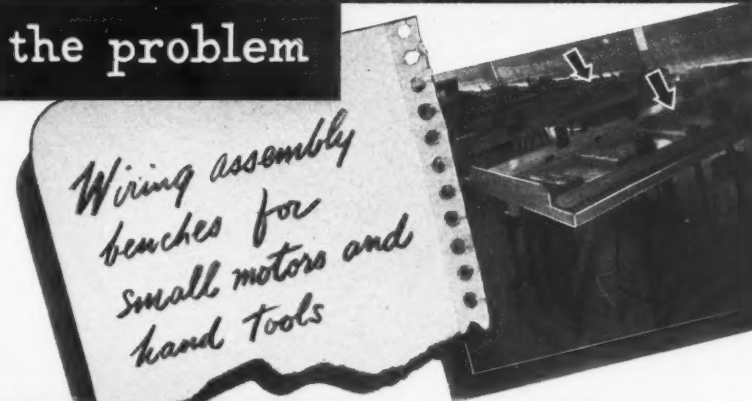
Mr. Hughes also said the division plans a new auxiliary plant somewhere in the Middle West once the war is ended.

★ ★ ★

NEW BRITAIN MACHINE Company has established a tentative program for the re-employment of returning veterans. The reason the company has not adopted a permanent plan is because management feels that more experience must be gained, particularly in respect to veterans who are still on rehabilitation schedules, before policies are made definite.

Under the tentative program the company wants and will attempt to re-employ all veterans according to law regardless of whether they were permanent or temporary employees when they entered the service and whether they apply for re-employment within 40 days after honorable

the problem

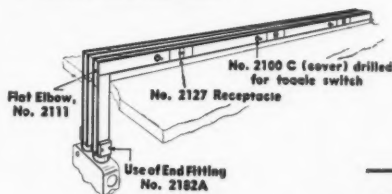


the answer

PLUGMOLD

PLUG-IN-ANYWHERE SYSTEM WIRING

No. 2100 PLUGMOLD
Capacity: 6 No. 12 R. C. Conductors with receptacles installed; 10 No. 12 R. C. Conductors without receptacles.



● No. 2100 PLUGMOLD installations like this one speed work by placing electrical outlets conveniently "at the operators' finger tips".

Elimination of dangerous makeshift wiring "hook-ups" and long extension cords promotes safety, and removes a source of constant maintenance expense.

With PLUGMOLD, outlets can be located exactly where needed and in the number and types required for a specific application. Individual or group switch control may be arranged as shown.

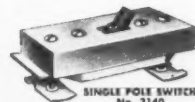
No. 2100 PLUGMOLD Channel and Fittings are listed by Underwriters' Laboratories, Inc., and conform to Federal Specification W-R-32.

Available for immediate delivery on suitable priorities. Write for new Industrial Wiring Bulletin describing this and other Wiremold wiring systems.

**WIREMOLD CAN HELP YOU
PRODUCE FOR WAR . . .
WHILE YOU PLAN FOR PEACE!**



POLARIZED RECEPTACLE
No. 2127P
3-wire receptacle for industrial use. 15 amp., 125 V.; 10 amp., 250 V.



SINGLE POLE SWITCH
No. 2140
May be installed at any desired point to control individual outlets. 10 amp., 125 V.; 5 amp., 250 V.



MIDSIZE TWISTLOCK RECEPTACLE
No. 2127M
2-wire, 15 amp., 125 V.; 10 amp., 250 V. with integral cover section.



T-SLOT RECEPTACLE
No. 2127S
To accommodate plugs with either tandem or parallel blades. 15 amp., 125 V.; 10 amp., 250 V.

KNOW YOUR WIREMOLD

AND YOU KNOW THE ANSWERS

THE WIREMOLD CO., HARTFORD 10, CONN.

In Electronics

IT'S ENGINEERING THAT COUNTS

Our experience in electronic engineering has helped many New England manufacturers. A growing demand for this service has again required extension of our facilities.

For Industrial Control and New Product Design, our Electronic Engineering Service is at your disposal.

**ARTHUR T. HATTON
& COMPANY**

410 Asylum Street
HARTFORD, CONNECTICUT

*"ENTER THE FUTURE WITH
A STRONG PROGRAM"*

WALTER F. JARVIS

CORPORATE FINANCIAL CONSULTANT

Specializing in the

**PURCHASE - SALE
MERGER - FINANCING**

of Established, Successful

**CONNECTICUT
MANUFACTURING
COMPANIES**

FAIRFIELD, CONN.
PHONE 9-2686

NEW YORK OFFICE - 15 BROAD ST.
(PHONE HANOVER 2-4120)

discharge. Conditions at the time must decide how liberal the company can be in the discharge of its moral obligations which it considers exceed its legal obligations, it was said.

★ ★ ★

THE APPRENTICE TRAINING

Service of the State War Manpower Commission is making plans for a revitalization of apprenticeship to accompany reconversion after the defeat of Germany. The plans are expected to provide opportunities for many discharged veterans to learn trades.

State Manpower Director William J. Fitzgerald said it was the opinion of labor, management and apprentice representatives that in the selection of veterans for training consideration should be given to the veteran's age, physical ability, credit for previous training or applicable experience and maturity. Selection for training, it was pointed out, should also be based on careful interviews and in some instances after tryouts in vocational schools.

★ ★ ★

SERVICE EMBLEMS for all employees of Whitney Chain and Manufacturing Company who have been with the concern five years or more were distributed at a party in Hartford Auditorium recently. There were 250 such employees with service records ranging from five years to more than 40 years. Mrs. Clarence Whitney, widow of the founder of the company, awarded emblems to the three oldest employees.

★ ★ ★

THE BRIDGEPORT plant of the General Electric Company has completed its 300,000th "bazooka" rocket gun. General Electric developed, engineered and produced the weapon from rough blueprints provided by ordnance experts.

★ ★ ★

BOYD W. BULLOCK, advertising manager of the General Electric appliance and merchandising department, told the Industrial Advertising and Marketing Council in Hartford recently that it will not be production but promotion that will bring a new high in prosperity after the war.

"It will not be enough to persuade people only to replace the things that have worn out during the war, for that would bring a prosperity equal

to that of the former prosperous years, when the national income was 50 to 60 billion dollars a year," he said.

If the nation is to have the 100-billion-dollars-a-year prosperity now being talked about, he said, people must be taught to want new things through promotional efforts. They must want new things so badly that these things will be produced.

It will not be feasible to manufacture them if the market for them has not been created, if people do not crave them so badly they will sacrifice, will work harder, will give up some of their leisure to be able to buy them, he maintained.

★ ★ ★

ALFRED W. ANDERSON was recently elected secretary of the Apex Tool Company, Inc., of Bridgeport. He will retain his duties as Purchasing Agent, which position he has held for the past four years. Mr. Anderson started with the company as a salesman in 1936.

★ ★ ★

THE SWING into civilian production, especially by small manufacturing companies, is beginning to gain sizeable proportions under a new "spot authorization" plan recently put into effect by the War Production Board.

The spot program permits authorization for conversion to limited civilian production to come directly from local WPB offices and is viewed by federal officials as an orderly means of taking care of the needs of small companies when cutbacks or contract terminations go into effect.

Authorization for reconversion is issued after facilities for the change-over have been thoroughly checked and manpower and materials in each case have been found sufficient to warrant the start of civilian manufacturing. In no case, however, is such production permitted if it interferes with war output.

Federal officials maintain WPB is anxious to get smaller companies back to their prewar manufacturing processes in order to prevent workers and machines from standing idle during a period of change. All of the companies authorized under the new spot plan will continue their war work, if engaged in any, but in addition will be allowed to devote part of their facilities to civilian output.

Connecticut "spot authorizations" announced by WPB, October 24, were:

Sessions Foundry Co., Bristol, furniture, etc.; Park City Tool & Die Co., Bridgeport, clothesline pulleys; Stanley Works, New Britain, clothesline pulleys; Merriam Mfg. Co., Durham, metal boxes; Taplin Mfg. Co., New Britain, can openers; H. A. Matthews Mfg. Co., Seymour, metal toilet paper holders; R. Wallace & Sons, Wallingford, kitchen tools; American Windshield & Specialty Co., Milford, fireplace screens; Landers, Frary & Clark, New Britain, vacuum bottles; Waterbury Mattress Co., Waterbury, innerspring mattresses; Capitol Bedding Co., Hartford innerspring mattresses.

R. Pottman & Son, Inc., New Haven, innerspring mattresses; William Prym, Inc., Dayville, sew-on snap fasteners; American Buckle Co., West Haven, buckles for work clothes; H. A. Matthews Mfg. Co., Seymour, luggage hardware; Clayton Mfg. Co., Bristol, shears; H. C. Cook Co., Ansonia, finger nail clippers; Landers, Frary & Clark, New Britain, carving sets; C. J. Boles & Son, Chester, nail files; International Silver, Meriden, flatware; P. Wallace & Son, Wallingford, flatware; Capitol Products Co., Winsted, hot plates; Mappier Co., Meriden, silverware; Lester and Wesley Co., Norwich, feather edge machines.

H. A. Matthews Mfg. Co., Seymour, gum tape machines; William Prym, Dayville, safety pins; American Emblem Co., New Hartford, identification badges; R. Wallace & Son, Wal-

lingford, lead figures; Wire Novelty Mfg. Co., Shelton, pocket lights; American Windshield Co., Milford, fireplace equipment; Royal Typewriter Co. Inc., Hartford, typewriters; Lester and Wasley Co., Norwich, printing machinery.

C. B. Cottrell & Sons, Pawcatuck, printing machines; Dextone Co., New Haven, metal lined bathtubs; W. A. Macresty Co., Hartford, plumbing; Bland Burner Co., Hartford, oil burners; Serv-Well Burner Corp., Hartford, oil burners; Remington Rand Inc., Bridgeport, electric shavers; Landers, Frary & Clark, New Britain, electric heating pads; Mattatuck Mfg. Co., Waterbury, office supplies, and W. W. Mildrum, East Berlin, fishing rods.

★ ★ ★

"TEAMWORK PRODUCTION for Fighting Men," a multi-colored 1944 war book, has been published by the A. C. Gilbert Company of New Haven. An article by A. C. Gilbert, president and founder of the company, says the book is dedicated to the men and women of the company whose teamwork has made remarkable contributions in bringing the company's engineering, production and management to new heights of efficiency. Embracing over 30 pages in all, the publication is replete with pictures of employes and products, telling of the remarkable war record compiled by the company.



"JUKE BOX" sound moving pictures aid in the pre-job training of new employees at the Chance Vought Aircraft Division of United Aircraft Corporation, Stratford, Conn., by providing visual instruction in a variety of shop skills. The group shown here is watching a film on correct welding techniques. Soon these young men and women will be doing their share in building swift Corsair fighters for Navy and Marine Corps fliers.

★
**HUBBARD
RICKERD
AND
BLAKELEY**

**INDUSTRIAL MANAGEMENT &
MECHANICAL ENGINEERS**

offer their services to
Connecticut manufactur-
ers in the following
capacities—

Engineering Services

Heating
Ventilating
Plumbing
Electrical Work
Air Conditioning
Boiler Plants
Water Pollution

**Industrial Management
Services**

Cost Control and Reduction
Jigs and Fixtures
Line Production
Plant Layouts
Production Control
Project and Machine Design
Time Study and Job
Evaluation

Information on Request

**HUBBARD, RICKERD
& BLAKELEY**

**110 WHITNEY AVENUE
NEW HAVEN 10, CONN.**

★

Facts About "V-E" Day Observance

MANUFACTURERS, businessmen and labor, as well as civic and governmental agencies have given serious consideration during the past three months to plans for the observance of "V-E" Day, (Victory Day in Europe) when Nazi Germany and all her allies capitulate. For a time it appeared that V-E Day might come suddenly in September or October, but as the war has progressed many reports from our own military authorities indicate the possibility that there may not be any one day when all Germany capitulates, but rather that the Gestapo plan of action now contemplates continued guerrilla warfare even after Berlin and all principal industrialized areas have been occupied and no organized "battlefronts" exist. Regardless of how and when victory is won in Europe, the question of the proper celebration of that event continues.

The Association's Board of Directors discussed the matter at length at its September 27th meeting and voted "that in the opinion of the Board, policy in regard to closing on 'V-E' Day was a local and individual

matter and that the Association should not attempt to formulate any policy but should confine itself to the distribution of information as to what is being done in various communities, upon request".

Thus far various industrial communities in the state have reported local situations to the Association as follows:

1. **HARTFORD**—The Board of Governors of the Hartford County Manufacturers Association, meeting on September 28th voted: "That it be the sense of the meeting of the Board of Managers in the light of the fact that the great preponderance of the factories in Hartford County are engaged in the production of material vitally needed in the Pacific as well as in the Atlantic theater of war, it would be inappropriate that there should be any celebration or cessation of work on V-E Day."

The Hartford Retail Trade Board has worked out a schedule of closing which is being largely followed in all other principal industrial centers as follows: If a verified report of Nazi

capitulation is received before 12:00 noon any week day, all stores will close for the remainder of the day and reopen the following day; if news is received in the afternoon, the stores will remain closed the following day; if news is received prior to opening of stores in the morning, they will close that day; if news is received on a holiday or a Sunday before noon, stores will open the following day, but if received in the afternoon of these days, the stores will not open the following day.

2. **NEW HAVEN**—The Manufacturers Division of the New Haven Chamber of Commerce has advised us of its recommendation that insofar as possible they have recommended that manufacturers continue to work on V-E Day. Merchants' closing schedule follows a similar pattern to Hartford.

3. **WATERBURY**—The Waterbury industrial plants as indicated by a survey by the Waterbury Chamber of Commerce, plan to close on V-E Day on a schedule similar to that adopted by merchants in Hartford. Merchants of Waterbury also plan to close.

4. **BRIDGEPORT**—The so-called "Work and Worship" program has been approved by the Executive Board of the Bridgeport Manufacturers Association, and wholeheartedly approved by manufacturers and a large segment of workers in the Bridgeport area. The plan contemplates making V-E Day one of prayerful thanksgiving, with all men and women remaining on their jobs and having available to them church services after working hours. Stores and taverns will be closed.

5. **STAMFORD & GREENWICH**—No definite decision in this area has yet been reached but as we go to press the Industrial Division of the Stamford Chamber of Commerce is attempting to work out a program patterned along similar lines to the Bridgeport "Work and Worship" plan. Merchants are closing on a similar schedule to that adopted by Hartford.

6. **NEW LONDON**—No general plan has been adopted by manufacturers in that area but merchants are closing.

7. **TORRINGTON**—No town wide plan has been adopted but merchants are expected to close.

?? **I** ?? ?? ?? ?? ?? ?? ?? ??
If in your
POST WAR
program you have a problem that might be solved by engineering and mechanical ingenuity, perhaps we can help you.

———— *Special Devices* ————
COMPANY
 771 FARMINGTON AVE., BERLIN, CONN. ————

WALTER C. GREIST of Ridge Rd., North Haven, vice-president of the Greist Manufacturing Company in Westville, died at New Haven Hospital recently. He was 70 years old.

Born in Crawfordville, Ind., Mr. Greist was the son of the late Alva C. and Rebecca Green Greist. He attended Earlham College in Richmond, Ind., and immediately after graduation started his career as a manufacturer. He came to the Greist Manufacturing Company in 1895 and, from a worker in the plant, he rose to be treasurer and vice-president. Long active in that Sleeping Giant Park Association, he was president of the organization at the time of his death. He was also a member of the Kiwanis Club.

★ ★ ★

STATE WAR MANPOWER

Director William J. Fitzgerald has announced that all honorably discharged veterans of the present war, together with civilians certified by the United States Employment Service as physically handicapped, who have been hired since emergency controls were set, will no longer count against employment ceilings in Central Connecticut concerns. As a result of the order employers in the area are expected to be able to hire more than 1,000 additional men, with companies in the Hartford area alone being allowed to hire more than 800 men to replace on ceilings lists veterans placed since Jan. 1 by USES.

★ ★ ★

NORMAN B. BERTOLETTE, president of the Hartford Gas Company, was recently elected to serve on the directorates of the companies composing the Travelers Insurance Company.

A native of Morristown, Penn. and a graduate of Drexel Institute of Technology, Mr. Bertollette has spent his life in the public utility field. He resigned as president of the Harrisburg Gas Company in 1935 to become president of the Hartford Gas Company.

He is a former president of the New England Gas Association, at present is president of the Connecticut Electric and Gas Association and is a trustee of the Society for Savings.

★ ★ ★

DR. WALTER SAVAGE LANDIS, vice president of the American Cy-

IF PEACE CAME TOMORROW...

*Would You Be Ready for the
New Competition Ahead?*

Now, when you are utilizing every available facility for all-out war production it is not easy to find time to think ahead to the return of normal living.

Yet, if you are to be ready for peace time business, you must prepare in advance.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

The result—their war production is reaching new peaks—and the improvements place them in a stronger competitive position for peace time opportunities and profits.

For information and references, write

JOHN J. PLOCAR COMPANY

Singer Building, Stamford, Conn., Tel. Stamford 3-6815

Representatives in principal industrial areas

BUSINESS AND INDUSTRIAL MANAGEMENT CONSULTANTS

Boston Office

238 Park Square Building

in cooperation
with

PLOCAR ENGINEERS



WHAT'S THE

**GEARS? SPRINGS? HANDS?
FACE? CASE?...or the BELL
that wakes you up?**



Now, Joe, you know that's a foolish question. If it's an economical, working clock like this one, there aren't any extra parts that can be done without. So there isn't any *most important* part; if any part is missing, the clock won't do its job.



I suppose so, Bill, but I thought maybe a clock was like a business, where labor is the most important thing in getting the work done. Obviously, if it weren't for us—the people in the plant—industry couldn't exist, so I figure we're the most important.

That's not quite it. Sure, industry would go to pieces if it weren't for us. But just like the clock, there are other parts equally important. Call labor the mainspring, if you like, but the mainspring of a clock wouldn't tell you the time, would it?

It's the same in business. If it weren't for the *stockholders*—the people who furnish the money for the place we work in and the tools we work with—there wouldn't be jobs for us.

Then somebody has to do the planning, coordinating all the departments and different kinds of work, picking the right men for various jobs. Just as in government, or a union, there have to be directing heads to get the whole job done. That's *management*, and without it, we'd go off in ten different directions.

Most manufacturers make products that are sold to people all over the country or all over the world. Buyers want local service, they want to be able to know and see what they're getting, and see it where they are, not where the plant is. So we have *distributors*, and without them most manufacturers couldn't exist, so we'd have no jobs.

Finally, there's the group that can lay equal claim to being the mainspring—the *customers*. They have to want what we make, and be willing to spend their good money for it, or obviously we wouldn't get paid for making it. If the customers didn't want the product or the service, the stockholders would lose their money. It's part of management's job to find out what the customers want and see that we make it that way. And, of course, if the customers didn't want what we make, then the distributors wouldn't have it around. But then you shouldn't mind, Joe, if I call the customer the mainspring, because you're a customer as well as a worker.

So you see all these different kinds of workers are equally important, Joe. Could be, though, that if these five elements of a prosperous America—workers, stockholders, management, distributors and customers—don't hang together they'll hang apart. When you hear a fellow in the shop beefing about the boss, or an employer crabbing about the union—or again, a customer complaining that prices could be lowered if dividends were less—it might be worth reminding him that everybody has a right to his opinion, but only clock-like cooperation is going to produce the prosperity we all hope to achieve.



MOST IMPORTANT PART OF A CLOCK?



{ Well, Bill, since you seem to know all the answers, what's all this talk about high taxes on business doing more harm than good? And what do they mean by "seed money"? Seems to me those are management's headaches, not ours.

Glad you brought that up, Joe. They call it "seed money" because it plants new jobs, because there must be money to get over the reconversion period when there's little or no cash coming in. Without such a reserve, hundreds of companies that can supply thousands of jobs will go out of business when war production stops. Yet under present tax rules, the companies can't keep the money to salt away for this important purpose. You know American business must expand way beyond where it was before the war if there are to be jobs enough for present workers and returning service men and women—and expansion costs money.

You know how the boys in the union are always saying that we should have some money in the bank for a rainy day. Well, the same is true of a business. And it isn't just management's headache, Joe—if

we don't pitch in and insist that government give business a chance, there just won't be enough jobs for us, or decent pay in the jobs we can get.

Money in the bank for hard times to come is like the winding key on the clock. Once it's wound up the clock will run for a while without the key. But it doesn't make any sense to throw the key away just because the clock is running now. Destroy the key that winds up business—its reserves—and pretty soon it stops ticking. Then your job and mine are out the window. It's our headache as well as management's, Joe, because if we don't do our part to see that such rules and laws are changed, we'll have the great granddaddy of all headaches, the kind that a bushel of aspirin won't cure . . . and that's UNEMPLOYMENT.



THE GRAY MANUFACTURING COMPANY

W. E. DITMARS, President

Manufacturers of Radio, Radar and other Electronic Equipment
HARTFORD, CONNECTICUT

"In proportion as the structure of a government gives force to public opinion, it is essential that public opinion should be enlightened."
—GEORGE WASHINGTON

"American free enterprise means a system of investment, production and consumption under which individuals and business firms, largely by their own initiative and responsibility, combine the community's labor skills, managerial skills and capital to produce the bulk of the goods and services men want."
—WILLIAM B. BENTON, Vice-President, University of Chicago

Too many advertising failures result from the agency's unfamiliarity with the advertiser's distribution system . . .

WILSON & HAIGHT, Inc.
MEMBER AMERICAN ASSOCIATION
OF ADVERTISING AGENCIES
410 Asylum Street
Hartford 3, Conn.

anamid Co. died recently at his home in Old Greenwich. His death was indirectly caused by the recent hurricane.

Dr. Landis was born in Pottstown, Penn. in 1881 and was graduated from Lehigh University in 1902. Later he received several honorary degrees from that college. He made numerous contributions to industry in the field of chemistry and was president of the Electrochemical Society in 1920. He published numerous articles and textbooks and in 1939 was awarded the Perkin Medal, the highest honor in industrial chemistry.

★ ★ ★

NATIONAL SELECTIVE SERVICE recently ordered an end to the "limited service" classification and took action to halt the re-induction of honorably discharged veterans. Men over 38 will be classed in 4-A instead of 1-A-H and class 1-A-L has been abolished. All servicemen discharged under honorable conditions will be retained in Class 1-C.

MORGAN C. MONROE, director of industrial and public relations for Colt's Patent Firearms Mfg. Co. recently announced the appointment of Donald W. Patterson as assistant director. Mr. Patterson comes to Colt's from a similar capacity with Republic Aviation Corp.

★ ★ ★

THE STATE War Manpower Commission recently announced that 1071 physically handicapped persons had been placed in industry during September as compared to 1065 in August. Waterbury led the state with 316 placements.

★ ★ ★

HENRY B. MOSLE, State War Administrator, recently announced that Army authorities had given him assurance that there will be no practice blackouts in the state until further notice. Air raid precautionary services and mechanisms will be kept in readiness should the Army be re-

quired to call a real blackout in this area.

★ ★ ★

THE DEFENSE PLANT Corporation recently announced that eighteen war plants in the state would be offered for sale. Among the listings are plants and property belonging to Colt's Patent Firearms Mfg. Co., Cushman Chuck Co., Hanson-Whitney Machine Co., Republic Steel Corporation and Pratt and Whitney division, United Aircraft Corp. in the Hartford area. A list of all other companies in the state as well as all DPC plants and equipment in the country now available for negotiation, is on file at Association headquarters. The list will be made available to members upon request.

★ ★ ★

ALBERT A. LaPOINTE, Jerome E. Respass and Robert W. Hayes, Jr. recently acquired controlling interest in the Industrial Pressing Company, Inc. of Unionville. The concern has been engaged in plastics manufacturing. Present plans include a change of name to Plascomold Corporation and a new cold molded plastic will be developed. Investigations indicate that this process will revolutionize production methods. The material is lighter and stronger than wood and can be produced in colors.

★ ★ ★

ROLOCK, Incorporated recently issued its new catalogue illustrating its line of "specialized processing carriers." The Fairfield concern designs and fabricates industrial processing carriers and the catalogue ably portrays its products.

★ ★ ★

COLT'S PATENT Firearms Manufacturing Company recently announced the appointment of Charles F. Mullen to be general superintendent in charge of all firearms manufacturing activities.

Mr. Mullen was graduated from Stevens Institute of Technology in 1918 and entered the aviation field as design engineer of the United States Signal Corps Laboratory at Fort Monmouth, N. J. He has been connected with aircraft engineering in England, Canada and the United States and comes to Colt's from a post as design and manufacturing consultant in the development of secret projects for Colgate's Long Island Company.

EMPLOYEES OF M. H. RHODES, INC., Hartford manufacturer well known for its electric time delay switches, received the Army-Navy "E" award recently in recognition of their outstanding production record in war material.

While the nature of the product being turned out at the factory cannot be disclosed for security reasons, the Army Air Forces have revealed that without it the recent B-29 bombings of Japan would have been impossible.

"The product you build is to be found on every fighting front throughout the world." Major Clarence W. Happ of the Air Corps told the assembled workers and their families, in making the presentation of the "E" pennant to Richard A. Stasser, president of the company. "Let no one employed in the manufacture of this material feel that he or she is not a very necessary part of the armed forces."

In his acceptance of the coveted burgee, Mr. Stasser pledged every resource and every energy of the organization toward winning of the battle for superior war materiel. He also assured his audience that after the war there would be jobs in the Rhodes organization for all those currently on the payroll, as well as for those who have left to enter the services.

Before the war, the company specialized in delayed action timing

mechanisms for stoves, washing machines, and permanent waving machines, and in parking meters.

"E" pins were presented to Albert Ortolani and Mrs. Anne Wynne, the company's senior employees in point of service, by Lieutenant Commander Raymond G. Fish, U.S.N.R., from the Office of the Inspector of Naval Material.

Commander Fish told the workers that "by their unflagging spirit of patriotism, by their acceptance of high responsibility, by the skill, industry and devotion they are showing on the production front of the greatest war in history, they are making an enduring contribution not only to the preservation of their country but to the immortality of human freedom itself."

Mr. Ortolani said in accepting the pins on behalf of the other employees that while their hours had been long and the requirements difficult, they had been no match for the hardships and tortures of war which the 60-odd members of the organization in the armed forces are experiencing. He also pledged continuance of the efforts which brought the company the "E" award.

Vice-President Merritt Van Valkenburgh was master of ceremonies.

★ ★ ★

GOVERNOR BALDWIN recently praised the Marlin-Rockwell labor



PRESIDENT RICHARD H. STRASSER of M. H. Rhodes, Inc. of Hartford and **Mrs. Anne Wynne**, one of the oldest employees in point of service, accept the Army & Navy "E" award at Bushnell Memorial, Aug. 28, 1944.

**SELL SURPLUS
Office Equipment**

to
**BARNEY'S
APPRAISERS**

Reference: *Dun & Bradstreet
Rating*

Call 7-8129 or write
450 Front St., Hartford

We specialize in . . .

**GROUND THREADS
GROUND GEAR TEETH
GROUND SPLINES
GROUND CAMS
BROACHING**

For full details write:

The Hartford Special Machinery Co.
Hartford, Conn.

Manufacturers of

FIRE BRICK

**IN ANY SHAPE
OR QUALITY DESIRED**

THE
HOWARD COMPANY

250 BOULEVARD
NEW HAVEN, CONN.
TEL. 7-2040



PRECISION WITH A PURPOSE

The most decisive "battle" of World War II—the Battle of Production—was fought and largely won before a shot was fired. It had to be that way! Before our fighting forces could engage the enemy, the greatest collection of fighting machines the world has ever seen had to be assembled. The Allen Manufacturing Company is proud of the part its employees played—and are still playing—in producing the hollow screws and dowel pins that were needed to hold strongly together this array of fighting equipment and the machines needed to make it.

Before planes or tanks or guns could be produced, intricate machine tools, dies, jigs and fixtures were required. Allen precision hollow screws—exact in every dimension, accurately threaded, and heat treated for great strength—helped fill the bill. Then, when the actual manufacture of implements of war began, Allen screws again were called into action—large screws as thick as a thumb to assemble tanks and heavy guns, medium size screws to hold aeroplane wings fast, tiny screws hardly bigger than a pencil lead for radio apparatus, navigation instruments and other delicate mechanisms.

For countless requirements, Allen screws answer demands for positive protection against fastening failure. Along with the 200 men and women from Allen who have left their machines to ensure final victory, the Allen name has girdled the globe. Dozens of new applications for the hexagon socket screw have resulted from their world-wide use—thousands of future producers of peace time goods have become acquainted with "Allens". These are signs which point to steady employment after the war at 133 Sheldon Street for a substantial group of Connecticut craftsmen—hollow screw specialists who realize the importance of "traditional Yankee precision" in war or peace.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U.S.A.

and management groups for what he termed "an outstanding achievement" in reducing the plant's absenteeism record. He presented the ball bearing concern with a silver tray to mark its progress. The Governor termed the company's record of improvement as "without a doubt the finest in the entire State of Connecticut."

★ ★ ★

JOHN HENRY GOSS, 72, president and general manager of the Scovill Manufacturing Company prior to his retirement on Sept. 22, died at his home on October 16. Death was due to a heart attack.

Mr. Goss, who became chairman of the board when he resigned the presidency, celebrated his 50th year with the company on Sept. 12, at which time he was honored at a banquet by company officials and employees. His father, the late Chauncey Porter Goss was president from 1900 until 1918.

After graduating from Yale in 1894, Mr. Goss entered the button department of Scovill. He rose through the ranks until he became president in 1938.

Mr. Goss was prominent in state and city civic life and served on the Waterbury board of education and the board of finance and was appointed as an emergency health officer during the influenza epidemic of 1919. During World War I, he was a member of the State Defense Council and for many years served as a member of the board of directors of The Connecticut State Farm for Women. He was a vice president of the Manufacturers Association of Connecticut from 1916 until August 1941 when he was named acting president at the death of the late E. Kent Hubbard. Refusing to accept nomination as president, he became director-at-large in January 1942, a post which he held at his death.

(See C. I., October Issue, for complete story of his life and C. I. November for President Fuller's editorial, "A Tribute To A Great Leader").

★ ★ ★

A. HOWARD FULLER, president of Fuller Brush Company, presented diamond service pins to five employees of the company who have served twenty five years with the concern at a recent banquet honoring the men. The names of four other twenty five year men who were unable to

attend were read. Four diamond service pins and gold watches were also presented to eleven 20-year employees.

★ ★ ★



LEAVENWORTH P. SPERRY, above, has been elected president and general manager of Scovill Manufacturing Company of Waterbury to succeed the late John H. Goss. Previously Mr. Sperry, who has been with the company over 40 years, served as executive vice-president.

His family has long been associated with the Scovill Company. His father, Mark L. Sperry, served as president of the concern, while his great-grandfather, Mark Leavenworth, was a partner of the Scovill firm in its early days.

A native of Waterbury, Mr. Sperry became associated with Scovill in 1903, was elected assistant secretary and a director in 1918; comptroller in 1919, secretary in 1920, treasurer in 1929, executive vice-president and treasurer in 1938, and president, general manager and treasurer September 1944.

He was graduated from Hotchkiss School in 1899, Yale Sheffield Scientific School in 1902 and was a graduate student at Massachusetts Institute of Technology in 1903. He holds the degree of Bachelor of Philosophy.

Mr. Sperry is a director of American Hardware Company, New Britain; Union Hardware Company, Torrington; Lone Star Cement Company, New York; Waterbury Companies Inc., and Citizens and Manufacturers National Bank, both of Waterbury.

We Know The Value Of TEAM-WORK

EVERY contractor who has ever called upon the Roger Sherman organization for service knows that every man-jack of our organization is an efficient member of a co-ordinated team. Whatever the job we're called upon to do, each Roger Sherman workman knows his part — and carries out his duty like the well-trained, solidly-grounded team member that he is. Modern equipment, manned by experts, backed by an organization famous in New England for smooth precision of movement and accomplishment — such, in brief, is Roger Sherman service.

STEEL ERECTION

RIGGING

HAULING

TRAILER SERVICE

"BACK THE INVASION" — BUY WAR BONDS

ROGER SHERMAN

TRANSFER COMPANY



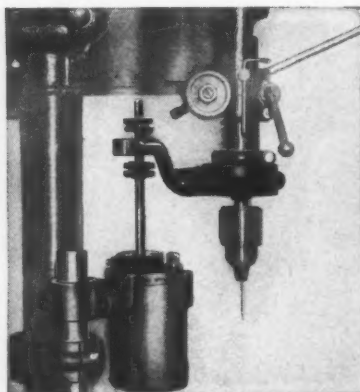
469 CONNECTICUT BOULEVARD, EAST HARTFORD, CONN.,

TEL. 8-4153, 8-4154

Branch Office 505 Grand Avenue, New Haven, Conn. Tel. 6-1368

*"Reaming gun part,
reduced scrap loss
over 90%."*

COPILLOT DRILL PRESS FEED REGULATOR



Enables totally inexperienced and unskilled operators to produce good work from the start . . .

Prevents violent contact of drill with work at start of operation.

. . . permits maximum production . . .
. . . eliminates unnecessary drill breakage
. . . controls break-through.

Horizontal model controls difficult hand miller jobs.

For full details write immediately to
Special Devices Co., 775 Farmington
Avenue, Berlin, Conn.

Special Devices
COMPANY
775 FARMINGTON, AVE.,
BERLIN, CONN.

JOSEPH B. BURNS, attorney for the Fuller Brush Company of Hartford, recently accepted an appointment to the National War Labor Board. He will serve as an Industry Member of the New England Regional Board at Boston. Mr. Burns succeeds Graham H. Anthony, president of Colt's Patent Firearms Mfg. Co.

Mr. Burns, prior to his present position with Fuller Brush Company, was counsel for the Manufacturers Association of Connecticut. Also representing Connecticut on the regional board are Charles Watkins, vice president of the United States Finishing Company of Norwalk and J. Harold Madden, labor superintendent of the

American Brass Company of Waterbury.

★ ★ ★

AN ALIEN PATENT clinic, sponsored by the New Haven Chamber of Commerce and the Smaller War Plants Corporation, was recently held in the auditorium of the New Haven Chamber of Commerce.

A complete library containing 45,000 alien patents some of them the secret processes of German, Japanese and Italian production methods was on display. The rights to use these patents are being offered to American manufacturers at an exceptionally small fee.

★ ★ ★

CHARLES W. BEAVER, associate director of research and product development for the Yale and Towne Manufacturing Company of Stamford died recently at his home in Stamford.

Mr. Beaver was a native of Cuba, Ill. and attended the University of Nebraska. He served in the Spanish American War rising to the rank of lieutenant. He joined Yale and Towne in 1911 and was made general sales manager in 1921. He was a charter member of the Advertising Club of New York, a founder and first president of the Electric Hoist Manufacturers Association, former president of the American Supply and Machine Manufacturers Association and former president of the Railway Supply Manufacturers Association.

★ ★ ★

SPEAKING TO EMPLOYEES of the Ansonia Electrical Company which received the Army-Navy "E" in September, Governor Baldwin in complimenting the workers on their achievement said: "Keep up the fine job. We have the Germans in the corner and the Japs on their backs."

"Along with my greetings, I bring you the greeting from the citizens of the state for your fine work," the governor said. "Connecticut is the 46th state in size, being followed only by Rhode Island and Delaware. In population, this state ranks 31st. In war production, our little state ranks eighth." Interrupting bursts of applause, the governor said, "if you think that's good, wait, and we'll all applaud together. In per capita value

of war production, Connecticut ranks Number One in the union; and there is no other state even a close second."

The program opened with remarks by Judge Robert L. Munger, of the Superior Court, who acted as master-of-ceremonies.

Following the governor's address, the "E" flag was presented to William J. Weaver, vice-president of the Ansonia Electric Company by Rear Admiral Wat T. Cluverius, U.S.N. (Ret.).

Brig. Gen. Thomas E. Troland, of the First Service Command, District No. 6, then presented the Army-Navy "E" insignia and token pins to Leta M. Bennett, George H. DeGillis, Florence V. Connors and Roland C. Tomlinson, who acted as a committee representing the workers.

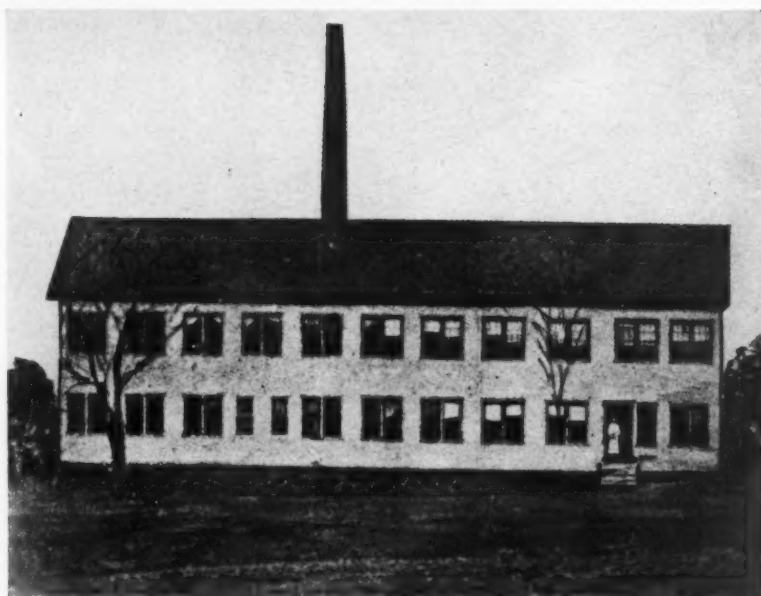
★ ★ ★

NEW DEPARTURE Division, General Motors Corporation, has recently completed publication of a Conference Leaders Manual for Foreman Training which sets forth the standard procedures for reception, retention and rehabilitation of returning servicemen.

In a preface of the book, F. G. Hughes, General Manager of the New Departure Division, Bristols, says, in part: "Unfortunately, successful business is not filled with soft jobs. We cannot expect the Counselor to provide them. Nor do we believe that the man who has gone through hell to victory will want one. But we do believe we owe the veteran a chance at a job to which he is properly suited. We must accomplish this purpose as the returning servicemen will be an integral and important part in the success of New Departure. The success of New Departure means the success of every one of us who gains his living here."

The 150 page mimeographed volume includes chapters on the following: The New Situation Confronting the Foreman; The Employer's Legal Responsibility; Management's Moral Obligation; Government's Regulations; The Personal Element; Supervising the Physically Handicapped; Supervising the Emotionally Unadjusted; Local Agencies and Facilities; State and National Agencies; New Departure Procedure for Reinstating Veterans; Bibliographs; and Appendix A (Use of Motion Pictures).

The manual is now being used by all foremen under the direction of Robert T. Collins, Coordinator of Industrial Relations.



EARLY FACTORY OF THE MILLER COMPANY

MILLER IS 100 YEARS OLD

(Continued from page 13)

fluorescent light was flashed to the world in 1938, The Miller Company, in keeping with its pioneering tradition, was ready with carefully planned and tested equipment for its use. And, in 1939, Miller was the first to produce the Continuous Wireway Fluorescent Lighting System which was hailed by American industry and adopted as the "best-seeing" light for plant operation. Miller 50 and 100 Foot-Candler Fluorescent Lighting Systems light today hundreds of factories and offices in every section of the country, speeding output and increasing volume and quality of war material.

As far back as 1868, in order to make his company as self-sustaining as possible, Edward Miller built a rolling mill and a foundry for casting lamps and fixture parts from metal formulae of Miller preparation. The Miller Rolling Mill Division, in addition to supplying Miller needs, markets to leading metal fabricators vast quantities of phosphor bronze and brass in sheets, strips, and rolls. In February of this year, the Miller Rolling Mill output of phosphor bronze—practically all of it going into the war effort—was a little more than one-sixth of the entire American output.

When gas, electricity, and fluorescent light outmoded kerosene as a light provider, the Oil Division of The Miller Company turned its attention to the designing and production of oil-burners for heating homes. They decided that the widest field for the use of oil-heating would be in small homes. So they designed an efficient, inexpensive oil-burner for that purpose. But just as it was beginning to get distribution, the war broke out. Priorities interfered with its continuing construction. So Miller turned to the Army demand for small oil-

heating units, and, working with Army engineers, designed and produced complete winterization kits (portable oil-heating units) for Army crawler tractors, road graders and air compressors, to keep them in operation in the coldest weather.

The Miller plant is today engaged practically 100 per cent on war production. For some years, looking forward with pride to the 100-years milestone, The Miller Company had been planning a big program to mark its turning of that milestone and its entering into a second century of pioneering. But the war side-tracked it and it is being held over until next year, to be featured sometime during the Miller Centennial Year, October 1944 to October 1945.

A large element in Miller success has been its attitude toward labor. This is best illustrated by the fact that 11 Miller workers have been with the company for 50 years or more, 9 for 40 years, 31 for 30 years, 33 for 25 years, 130 for 15 years, and 96 for 10 years. In 1941, two Miller workers, F. Theodore Williams and George Rebstock, died, each having given 64 years of loyal continuous service to the company. Perhaps that is one reason why The Miller Company has been able to weather five wars and six devastating depressions to become a bright jewel in the crown of Connecticut industry.

Edward Miller filled the office of president of the Miller Company until 1909. In that year his son, Edward Miller, Jr., succeeded him. Burton G. Tremaine, Jr., the present president, took office in 1923.

Factory Buildings

Plans and Specifications for Industrial
Construction

Immediate and Post-War

LEO F. CAPRONI
Architect & Engineer

NEW HAVEN • CONNECTICUT

DOLAN STEEL COMPANY

IMMEDIATE  SHIPMENT

SPECIALIZING IN

SHEET and STRIP STEEL

*We Cut to Your
Exact Specifications*


DOLAN STEEL COMPANY

Office and Warehouse

151 ORANGE AVENUE

WEST HAVEN, CONN.

Telephone, New Haven 9-1224



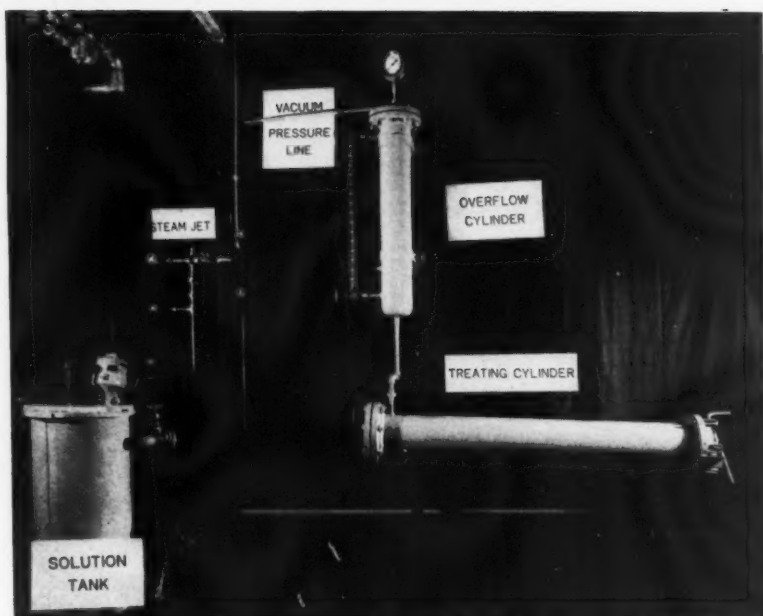
CHEMISTRY PROVIDES NEW USES FOR WOOD

(Continued from page 16)

A water solution of "Arboneel" and urea in the proper proportions is forced into the wood structure. There it is converted to resin by the natural acids present in the wood. Heat, such as in normal kiln drying, speeds the conversion of the methylolurea in the wood to water-insoluble resins. However, this process takes place with sufficient rapidity at normal temperatures to be completed in the usual air-drying period. A permanent resin that is both hard and insoluble is developed within the wood structure either at normal or at kiln temperatures. If the kiln drying has not been at too high a temperature or if conducted rapidly enough, the resinification reaction will proceed to the insoluble but still meltable stage and will remain so for a period of time. If wood so dried is heated to 240°F. or higher, the resin fuses and will flow under pressure and the resinification is rapidly completed to the infusible state. The wood will permanently retain the dimension and surface produced by the compression.

The solution may be impregnated into wood by various means. Perhaps the most effective commercial procedure for impregnating wood uniformly is the so-called "full cell" or vacuum-pressure impregnation process. The wood is placed in a chamber and the air withdrawn. The treating solution is then introduced into the evacuated impregnating chamber in sufficient quantity to cover the wood and allow for the volume of solution which will be absorbed. The chamber is then opened to the atmosphere, or air pressure applied. After a determined period the solution is drained off and the wood removed for drying. For small items, centrifugal impregnation may warrant consideration.

The wood that is to be treated should, for most purposes, be dry or at least dried below its fiber-saturation point. When the methylolurea solution is forced into the wood, it first enters the cell cavities. Then it rapidly diffuses into the cell walls where, under the influence of the acids of the wood, it promptly begins to polymerize and becomes an insoluble resin. If wood is green, the cell cavities are partly full of "free" water and the fibers are saturated. Then, when the methyl-



EXPERIMENTAL TREATING unit in Du Pont Laboratory transmutes wood into what amounts to a new substance, with increased hardness, durability, compressive strength and dimensional stability. Wood placed in treating cylinder, right, is impregnated throughout its structure with a solution of urea and "Arboneeld" dimethylolurea from tank at left by a vacuum and subsequent application of pressure within cylinder. Overflow cylinder at top center is reservoir for chemical solution, and gauge indicates progress of absorption. Steam jet creates required vacuum.

olurea enters the cell, its rate of infusion into the cell walls is impaired and it may convert to the insoluble form before it has an opportunity to soak into the cell walls.

The proportion of urea to "Arboneeld" dimethylolurea in the solution, the temperature, what pressure, if any, is applied, and the length of each phase of the treating cycle, are conditions that depend on the nature of the item being treated, its dimension and species, whether of sapwood or heartwood, what degree of treatment is necessary, and what final properties are required.

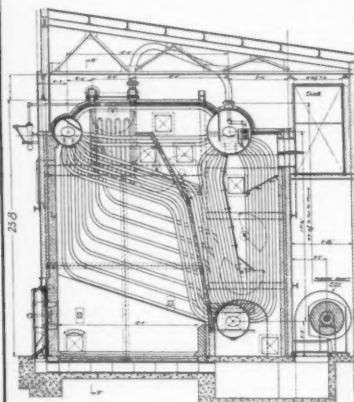
The vacuum-pressure treatment involves the following steps:

1. Place the wood in the treating cylinder.
2. Apply vacuum for the required period.
3. Introduce the solution without releasing the vacuum until the wood is completely submerged and the solution is in the overflow tank.
4. Apply pressure for the required period.
5. Discharge solution into reservoir for re-use and remove wood.
6. Dry the wood.

The Equipment

The equipment required may be quite simple. It can be of the same type as now used in treating lumber with creosote and flameproofing chemicals, though, because of shorter treating cycles, smaller scale equipment may be used. For test purposes or small scale operations, it can usually be assembled from equipment at hand in most plants. All that is required is a chamber into which the wood is placed, capable of withstanding the necessary vacuum and pressure. Adequate safety devices should of course be installed. A steam jet ejector is an effective, simple means of producing the necessary vacuum. The chamber should be equipped with a pressure door or removable head and a source of vacuum and of pressure. A tank for preparing the solution, an auxiliary overflow tank, and means for drying the wood are also needed. Mild steel equipment may be used. The chemicals are no more corrosive than water and are neither flammable nor toxic. To prevent rusting and possible discoloration of the wood, it is desirable to apply a waterproof finish to the exposed surfaces of the equipment.

BIGELOW



One of two Bigelow Type F steam generating units at the Main St. Plant of THE BRIDGEPORT BRASS CO. Each oil fired unit is rated at 40,000 pounds of steam per hour.

THE BIGELOW COMPANY

172 River Street
New Haven 3, Connecticut

STEEL Shop Stools IN STOCK

Immediate Delivery

- Wood Furniture
- Storage Cabinets
- Transfer Cases
- Chairs & Desks

Complete
Executive Furniture
by
Doten — Dunton

BARNEY'S
450 FRONT STREET
HARTFORD 5, CONN.
7-8129

ALFRED B. KING & CO.

BLATCHLEY AVE. & RIVER ST., NEW HAVEN, CONN.

MATERIALS HANDLING EQUIPMENT

CLEVELAND TRAMRAIL - CRANES ELECTRIC AND CHAIN HOISTS

The Chemicals and Costs

A water solution of an uncondensed "Arboneeld" dimethylolurea and urea is employed. Both materials are white water-soluble solids.

Both urea and "Arboneeld" dimethylolurea are commercial available and inexpensive chemicals, now being produced on a large scale. Both materials are under allocation by the War Production Board. However, in the small quantities required for investigation and preliminary tests they are available without formal allocation.

Urea, also known as carbamide, is a white crystalline, water-soluble, odorless product resembling granulated sugar in appearance. It is widely used in fertilizers, plastics, plywood adhesives, pharmaceuticals, animal feeding and for many other purposes.

"Arboneeld" dimethylolurea is a chalky white solid slowly soluble in cold water but rapidly dissolved by hot water. It gradually becomes less soluble on storage, particularly in hot

weather and should be obtained as required.

Fundamentally, the costs of this treatment of wood are low. The cost of chemicals, operation charges, and investment in equipment are moderate.

The direct costs depend on a number of factors such as the scale of operation. The cost of chemicals varies with the amount used. This depends on the type of lumber or item being considered and the purpose of the treatment, as this governs whether the wood is to be fully or partially impregnated. In the present stage of commercial development of the process, costs per board foot can be reckoned only after consideration of the particular type and quantity of wood to be treated.

The treating installation involves no new type of equipment. The procedure and the costs of treating equipment and its operation are well known in the wood-treating industry. Simple, easily operated units can be installed at relatively low costs for the treatment of small items. The short treat-

ing schedules allow large production from equipment of relatively small size.

This development means that it is now practical and feasible for wood to be re-made—engineered to specifications of service and appearance. The shackles of unalterable properties and of limitations to certain species can now be cast aside. This new substance, wood treated with "Arboneeld," that is made from wood and looks like wood, may successfully compete with plastics that for several years gradually have been pushing wood into the discard for many purposes. Plastics and even metals were fashioned to the conditions demanded of them, even to looking like wood. Now wood can be formulated for greater interchangeability and to achieve fields of usefulness extending well beyond the frontiers to which it has hitherto been limited. The lumber industry now faces its greatest opportunities along with its greatest competition. It has several new and potent weapons, among them this new wood born of chemistry.

Photographs in this issue, requiring credit, were gathered from the following sources: Cover, H. Armstrong Roberts, Philadelphia; Pages 6, 7, 8, 9 (top) Morton Boardman, Hartford; Page 9 (Kimball) Harris & Ewing, Washington, D. C.; Page 10 (Space) Edward Malley, New Haven; Page 10 (bottom) Harold M. Lambert, Philadelphia; Pages 12 and 13, The Miller Company, Meriden; Pages 14, 15, 16 William Ritasse, Philadelphia; Page 21, United Aircraft Corp., East Hartford; Page 27, The Hartford Courant; Page 31, The Miller Company, Meriden; Page 33, William Ritasse, Philadelphia.

Nothing Takes the Place of EXPERIENCE

Over One Hundred Satisfied Clients In New England Since 1931

The **WORDEN COMPANY**

MANAGEMENT ENGINEERS

STATLER BUILDING

BOSTON, MASSACHUSETTS

References on request



OVER THE DESK AND ON THE ROAD

C. L. EYANSON
Executive Director

MEMBERS will recall that we are analyzing all labor union contracts of Connecticut manufacturers. These will be incorporated in a new, loose-leaf service *Connecticut Labor Agreement Guide*, section 2 of which will contain information in regard to national and regional board decisions, board policies, and trends.

To be certain that the GUIDE is sent to the proper person in your organization, better write us a letter.

★ ★ ★

The late beloved E. Kent Hubbard was a man of tireless energy. He could not be idle. In like manner he wanted to see everyone around him busy. He once had a butler who was a bit on the lazy side but exhibited no such laziness when Mr. Hubbard was about. On one occasion, however, he was caught napping when the former president of the Association walked in the front door of his home with a dripping umbrella. "Here, Jeeves, take this umbrella and press it." Jeeves wasn't similarly caught for a good many moons.

The young E. Kent Hubbard was a really great athlete and his football prowess was known from coast to coast. He was on Walter Camp's All-American for two years, but he used to relate that he was no student and had to be shown special consideration when examination time came around so that he could be eligible for football. He had flunked chemistry on one occasion and his professor, as he used to tell it, agreed to give him a special examination with the understanding that if he received a grade of 50% he would be passed. He was given two questions: What is the color of blue vitriol? Answer: Yellow. That was wrong. What is H₂O? Answer: I don't know. That was right. Grade 50%.

Two weeks before John Goss died he was being interviewed by an Associated Press reporter concerning the celebration of his fifty years with the Scovill Manufacturing Company. He said to this reporter, "I have spent seventy-two years of my life preparing to live rightly. I am going to spend the rest of my life preparing to die properly." Neither he nor we knew that death was so imminent.

John Goss was a really great man. No Connecticut industrialist has contributed more to the upbuilding of industry, his state and his community.

Our son-in-law was sitting with a group of naval officers discussing the appearance of new born babies (he being an expert on such matters because he has a year old son). The discussion arose from the fact that the skipper of this particular ship, which had just arrived in port, was making a telephone call to his home in Kansas City where he was getting first hand information of his newly born heir. Said our son-in-law, "They don't look like much when they are first born—all wrinkled up and red. In fact, they look like monkeys." Just then the skipper returned from his telephone call and announced that his youngster weighed six pounds at birth and looked just like him. All hands were ordered back to the ship!

★ ★ ★

The Association does not issue referenda on matters to its members. Through committee members and because of the fact that the staff is in constant touch with large numbers of the members, we are able to determine very accurately their wants. However, in the case of Ex Parte 148 we found that there were three mem-

Get Ready Now!

with

Production Planning and Control

Job Evaluation

Methods Engineering

Wage Incentives

Quality Control

Scientific Merchandising

Market Surveys

Line Production Procedures

BIGELOW, KENT, WILLARD & COMPANY

MANAGEMENT ENGINEERS

BOSTON

NEW YORK

bers who were in disagreement with the stand advocated by the traffic committee and the board of directors. When N. W. Ford, traffic manager of the Association, appeared before the Interstate Commerce Commission in Washington, he placed the objections of the three in the record. It is the first time within our memory when there was not full agreement.

★ ★ ★

For their patience, we want to thank the scores of members who wrote to us asking for the return of their *Industrial Law Manual*. Our work was done promptly, but there were annoying printing delays.

★ ★ ★

A month or so ago we were in New York attending a demonstration of a new type of lie-detector. A Connecticut industrialist standing next to us said, "I don't need one of those things—I married one."

★ ★ ★

We ran into one of our political friends on the "Bankers" going to

New York the other day. We had seen him before election and we knew that he was looking for a federal appointment. We asked him whether he was an appointee. "No," he replied, "I am a disappointee."

★ ★ ★

We are a very small stockholder of the Johns-Manville Corporation. Never again shall we criticize that management for anything it does for, in its stockholders' report, it advises us that "during 1943 Johns-Manville prepared and filed with various divisions of Government 71,558 reports and questionnaires, or roughly one every two minutes during every regular business hour of the year. This is more than 2½ times that for 1942, when 27,198 reports were filed."

These are oyster months—the months containing the letter "R". The months in which corporations are not required to file government reports are those containing the letter "X".

★ ★ ★

Our old boss—the late Hollis Godfrey, president of Drexel Institute—was a preoccupied sort of a fellow. We used to tell the story that when his son was born a nurse entered a room and said, "It is a boy, Doctor Godfrey." The good doctor looked up and said, "Well, what does he want?"

★ ★ ★

Hand it to the New Haven Railroad. At Rotary the other day Frank Doolan stated that the road had expanded \$30,097,000 for new equipment and now has orders on file for equipment to cost \$12,904,800. In 1943 the road had a volume of 14 billion ton-miles freight, a 76.5% increase over 1918, when it had three times as many freight cars and twice as many locomotives. In 1943 the

road recorded 3½ billion passenger miles, a 93% increase over 1918. At the Hartford Union Station alone the sale of passenger tickets was 547,921 in 1940 and 1,455,446 in 1943.

That is the answer to government ownership. Under private ownership and operation the railroads have handled far more traffic than during the last war with fewer employees and much less rolling stock—but they need the increase asked for in Ex Parte 148 to meet the cost of deferred maintenance. There isn't any question but that there are those in high places in Washington who would like to see this deferred maintenance deferred until government ownership and operation would become necessary.

★ ★ ★

One of the best pieces of work we have seen in a long time is the "Conference Leader Manual for Foremen Training" of the New Departure. You ought to look it over.

★ ★ ★

Clark Bros. Bolt Company has issued "Romance of a Connecticut Industry". It will inspire you, for this grand old company has really done things since 1851.

★ ★ ★

During the past three months on three different occasions prominent non-industrialists stated that the Manufacturers Association of Connecticut did not represent the small manufacturer,—that the Association was for the big fellows. Here is the answer:

The Association's membership record is the record of the state. We are a state of small industries.

As a matter of fact there is within this membership practically every industry of any importance, both large and small in the state.

Services At Your Door

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical Service

Research Facilities for Industry

Hartford,

Conn.

WOODWORK

C. H. DRESSER & SON, INC.

Factory—Cabinet—Special Wood work of All Kinds

287 Sheldon St.

Hartford

CHEMICALS

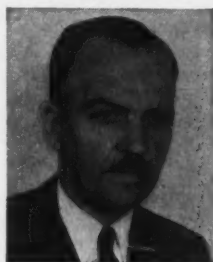
We are the only distributor in Connecticut carrying a complete line of heavy and reagent chemicals. Call us for immediate delivery at no extra cost.

APOTHECARIES HALL CO.

Established 1849
Waterbury, Connecticut

Size of Company by Employees—% to Total

	From	1	26	51	101	201	301	401	501
Size of Company	To	25	50	100	200	300	400	500	1,000
%		24	18	16	15	7	3.2	3.4	7
% Under 100		58							
	From	1,001	1,501	2,001	3,001	4,001	5,001	10,000	
Size of Company	To	1,500	2,000	3,000	4,000	5,000	10,000	over	
%		1.8	1.8	.6	.4	.3	1	.5	



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Editor and Director of Development

RIGHT NOW there are three tax programs which merit particular attention of all businessmen. They are: The Twin-Cities Plan proposed by businessmen of Minneapolis and St. Paul; The Ruml-Sonne Plan, authored by Beardsley Ruml and House Chairman Sonne, on behalf of the National Planning Association; and the tax plan of the Committee for Economic Development. Although all three plans aim at giving the proper incentive for high local employment, the Committee for Economic Development Plan created by the Research Committee of that organization together with some of the nation's leading economists, appears to be most feasible from both the economic and political standpoint. The chief recommendations of this plan are as follows: (1) The nationwide income tax base (before individual surtaxes) should be set at between 16 and 20% of income (2) Corporations should pay federal income taxes on exactly the same rate as that which applies to individuals before surtaxes (that is, between 16 and 20%) (3) Individuals receiving dividends should get a reduction in tax equal to 20% of the dividend received—and pay additional income taxes on dividends only when their regular incomes, plus dividends, bring them into higher brackets. This eliminates double taxation.

By all odds this comes nearest to being the ideal tax measure for producing necessary revenue and incentives that will encourage men to risk their money in new enterprise and expand older enterprise. If you haven't read this CED proposal, by all means get a copy and study it; then write us as well as your Senators and Congressmen, to state your views.

★ ★ ★

A NEW PHILOSOPHY of simplified packaging which effects tremendous economies in shipping space and

handling costs is discussed fully in a recent booklet published by the Robert Gair Company entitled "The Palletized Load". The basic theory of the "palletized load" is to design shipping containers to fit a freight car instead of designing them to hold a certain amount of merchandise. Although not new, it was not tried to any great extent until the Navy discovered its full possibilities. An indication of what can be accomplished is gained by the true story of one woman on a fork truck who broke out of stowage and loaded a freight car in two hours—a task which would have required 14 men for a half day previous to the adoption of this "palletized load" system. A copy of the book may be obtained by writing Robert Gair Company, Inc., 155 East 44th Street, New York 17, N. Y.

★ ★ ★

HAVE YOU ever read Eric Johnston's now famous and fascinating book, "America Unlimited", which sets forth in clear language, understandable by every employee, the opportunity afforded by free enterprise industry? Although the book costs \$2.50 per copy, the condensation containing the "meat" of the book can be obtained for 5 cents per copy for distribution to employees in lots of from 50 to 499. The booklets are obtainable from Prentice-Hall Inc., 70 Fifth Avenue, New York, N. Y.

★ ★ ★

TWO NEW and timely combat films for exclusive showing to war workers have recently been announced by the Industrial Incentive Division of the Navy Department, as follows: "Return to Guam" and "Invasion—Nazi Version". "Return to Guam" is an exciting 16-minute résumé of the terrific 13-day bombardment of Guam and the landings which followed. The second

picture is one captured from the Germans and shows their view of the storming of the beaches in Europe by allied armies. It is also a 16-minute film. Both can be obtained, either by writing Lieut. Com. L. H. Brendel, Incentive Officer, 296 Kossuth Street, Bridgeport, Connecticut, or through Hebert Studios, 53 Allyn Street, Hartford. The rental charge is nominal.

★ ★ ★

IN THESE DAYS of "high gear" wartime operations, are you taking full advantage of your membership in the Association to secure answers to many troublesome questions in any one of the following categories: (1) Wage Hour; (2) Wage Sound and Tested Going Rates; (3) Wage and Salary Stabilization; (4) Payroll taxes; (5) Unemployment Compensation; (6) Social Security; (7) Labor Laws; (8) Taxation (including sales, withholding and income taxes); (9) Contract renegotiation and termination; (10) State and Federal Legislation; (11) Activities of War Agencies; (12) Foreign Trade; (13) Rail, Motor, Water and Air Transportation; (14) Postwar Planning; (15) War surplus materials; (16) Industrial Relations; (17) Public Relations; (18) Research and Development (including advice on where to find the solution to your problem of product acquisition, or improvement); (19) Personnel (chiefly technical, clerical and managerial); (20) Relations with State and Federal Agencies; (21) Market Research; (22) Sales Representation; (23) Miscellaneous (thousands of questions have been answered in this category.)

ESTABLISHED MANUFACTURERS' AGENT

Sales Engineers, long experienced in Philadelphia Trading Area, handling Parts and Specialties, want additional exclusive representation quality products, direct industrial users (production or maintenance).

Address "Manufacturers' Agent,"
c/o Manufacturers Association of
Conn., 436 Capitol Avenue, Hart-
ford, Connecticut.



TRANSPORTATION

By N. W. FORD

*Manager and
Traffic Manager*

EXCERPTS FROM REMARKS OF J. F. DOOLAN:—The following facts about the railroads were gleaned from an address made by Mr. J. Frank Doolan, Operating Assistant of the New York, New Haven and Hartford Railroad Company before a meeting of the Hartford Rotary Club:

In 1939, when the war started in Europe, the American railroads were handling about 22 billion passenger miles per year. At the time of the Jap attack on Pearl Harbor, the figure was more than 29 billion passenger miles, an increase of nearly 30 per cent. In 1943 the number had jumped to nearly 88 billion, an in-

crease of 288 per cent over 1939. Figures just released for the first three months of 1944 show an increase of 25.5 per cent over last year.

Freight gross ton-miles for the first half of 1944 were 883 billion, which was 5 per cent over 1943, 19 per cent over 1942 and 106 per cent over 1939. The railroads' average revenue per ton-mile was 2 cents in 1929 and 1½ cents in 1943.

There are now in service on the railroads in the United States 45,000 locomotives, 1,800,000 freight cars and 41,000 passenger cars. During World War I there were 500,000 more freight cars and 22,000 more loco-

motives than are now in service.

Half of all the Pullman cars in the United States and one third of all the coaches are in constant military service. Approximately one million and a half men are transported each month by rail in organized troop movements. In addition, the railroads handle an equal volume of furlough travel.

To move an infantry division, which consists of approximately 15,000 men, about forty trains are required. To move an armored division, together with its equipment, requires up to 75 trains of 28 to 45 cars each. 23 million troops were carried by the railroads since December 7, 1941 and this figure does not include small groups or those carried on furlough.

In 1919 there were 39,479 employees on the New Haven Railroad; in 1943, 25,670. As of October 1, 1944, there were 5,803 employees in the armed forces.

★ ★ ★

FACTS ABOUT THE RAILROADS:—Since 1921 railroads have made capital expenditures of 12 billion dollars for improvements in cars, locomotives, road beds, signaling, terminals, shops and for other purposes

**DIOGENES
and
LAMP**



Series of three bases for three-way Multi-Spindle Drilling and Tapping Machine.

**Diogenes
searched in vain**

Diogenes searched in vain for an honest man. We're searching, we hope not in vain, for industries which can use our particular kind of help.

We fabricate from steel plate by modern oxy-acetylene flame cutting and are welding a wide variety of steel frames, machine parts and accessories. We work directly from your blueprints. Phone SOUTH Boston 1304. Our engineers are available for consultation.

AVERY and SAUL Co.

297 DORCHESTER AVE., SOUTH BOSTON 27, MASS.

having to do with transportation.

Two-thirds of the coal moved into New England in 1943 was transported by rail, compared with slightly less than one-third in 1940.

An average of 1,116 tons of freight per train in 1943 were hauled by the railroads, contrasted with an average of 708 tons in 1920.

The average freight haul on American railroads increased from 308 to 470 miles in the period from 1922 to 1943, or 53 per cent.

The average distance a freight car now moves per day is nearly twice as great as it was in 1920.

The Class I railroads' tax bill in 1943 was \$1,849,195,000 or a daily average of \$5,066,288. This exceeded their net income in that year by approximately one billion dollars.

★ ★ ★

**CLASSIFICATION RULE 33—
MULTIPLE LOADING:**—In a de-

cision released by Division 2 of the Interstate Commerce Commission in I. & S. Docket 5268, involving Classification Rule 33 with respect to multiple loading, the Commission found, on reconsideration of its prior report in 258 I.C.C. 585, that the rule previously prescribed by it was unjust and unreasonable. The carriers were ordered to cancel the modified rule under suspension by November 13, 1944, upon one day's notice. The carriers, it was understood, planned to appeal the matter for consideration by the entire Commission.

★ ★ ★

CONTRACT LINES PROHIBITED FROM "TACKING ON" NEW RUNS:—

Division 5 of the Interstate Commerce Commission, in what is believed to be the first such ruling squarely on the subject of motor contract carrier "tack on" service, has ruled that contract car-

riers may not provide through service between already authorized points and others on connecting new routes acquired as a result of purchase or approval of service extensions. This decision was rendered in the case of T. B. Longshore, Ironton, Ohio, in proceedings known as MC-50405 (Sub. No. 3).

As an example in explaining the type of service prohibited by its ruling, Division 5 used the hypothetical case of a contract carrier authorized to operate from Point A to Point B, who later receives or acquires a permit for transportation of the same commodity from B to C. Under the decision, such a carrier could not perform a through service from A to C because, it was made clear by the division, each permit must specify the particular service, and to allow the through service would mean that the permits did not specify the exact and precise character of the service to be rendered.

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

THE end of another year is with us and unless you operate on a fiscal year basis it is nearly time to prepare the closing entries for 1944.

Perhaps you took the physical inventory during the summer as a matter of convenience, or by various departments throughout the year or October 31st or some other date in order to ease the load at the end of the year.

No matter when the inventory was taken you now have the final opportunity for the year to check the accuracy of the physical count and the valuation placed on it, which has an important bearing not only on financial reports but on the amount of income tax and, in many cases, the amount of profit to be relinquished through renegotiation.

Many companies have larger than

usual amounts of raw stock or partly wrought products on hand and, in many cases, the market value of this material is quite doubtful in view of the uncertainty of selling prices or even sales of the product. The utmost care must be used in writing off the value of obsolete or semi-obsolete material and in pricing the inventory.

If you are permitted to price at "Cost or Market, whichever is lower" be sure that you do price at the lower value. What is the "Cost" of a certain part or of a completed device? Is it the normal standard cost, standard cost plus or minus known variations or is it the cost of the raw material, plus direct labor plus applicable overhead expense? Do you apply normal factory overhead to direct labor or do you use actual overhead expense?

Many items of the cost of doing

business are included as a part of factory overhead in order to recover this expense through the factory cost of sales, and yet these items are not a part of the cost of producing the goods and do not add to its value.

If the following expenses are included in your factory overhead they might well be eliminated when arriving at the actual rate to be applied in determining the cost price of the inventory. This list is by no means complete and each one should prepare his own list, keeping in mind that expenditures which are not incident to or necessary for the production of certain items may be a part of the cost of doing business but are not a part of the cost of manufactured goods:

- Depreciation of Buildings, etc.
- Property Taxes and Insurance
- Overtime Allowances or Extra Shift Bonuses
- Ushers or Guards
- Rearrangement of Equipment
- Welfare Expenses
- Vacation Pay
- Cost of Operating Cafeterias or Welfare Work
- Taking Inventories
- Suggestion Awards
- Pension or Retirement Allowances

Doubtless there are many other items of this sort and there are many other things to consider at arriving

(Continued on page 45)



PERSONNEL

By JOHN P. AHERN

Executive Assistant

CONTROLLED hiring, such as we are experiencing during the war period, is no novelty to the German worker. Under the National Socialist System he has lived under it for a long time and changes employment only upon the decision of a board acting similar to the WMC Area-Management-Labor Committee. Fortunately, restrictions on the American worker will be lifted at war's end, much to the relief of all, including the Employment Service. It has been a necessary discomfiture though irritating to our free moving society.

With respect to the movement of labor of its own accord, it is interesting to note that wartime movements of population, on a national scale, have continued pre-war trends and have been for short distances. The shift of workers into the Far West has gone on little faster than in the past decade, and despite the urgency of war, no faster than between 1920 and 1930. The South is showing no real gain in population.

There is a further indication that much of the war work in important war production centers has been done by people living within the metropolitan areas and, in New England, from rural areas of no great distance. In other words, the core of the industrial population of Connecticut has been augmented by nearby in-migrants plus temporary transfers from so-called non-essential pursuits. The expansion in population between April 1, 1940 and March 1, 1943 has been 5.1 percent in the Hartford-New Britain area and in Bridgeport 3.9 percent.*

If, then, the McCarran and Delano Committee proposals of decentralization could possibly be carried out, who would man the machines in the plants in the wild plains? A complete

reversal of population movement would have to be engendered. The movement could not occur due to planning by a national authority. We have already discussed the universal reaction to control over a man's choice of employment. If he won't move across the street, how in Hades can he be dispatched to Oklahoma?

★ ★ ★

It is heartening to read of the completeness of the interviews being conducted at armed forces separation centers. Although not yet standardized or made universal, each branch attempts, in the occupational interview, to put down on a form, War Department Form AGO 100 in the Army, an inventory of the veteran's educational background, skills and training acquired during service, and any particular individual preferences. Analysis of the individual's history is then made and estimates are given to show in what civilian job he will best be adapted.

Further help to the veteran is given through equation of experience in the armed forces with related civilian job families. The Navy has already released books on "Special Aids for Placing Naval Personnel in Civilian Jobs". The War Manpower Commission has developed material based on its "Dictionary of Occupational Titles" which attempt to match peacetime pursuits with service records.

★ ★ ★

Success with incentive films during the war period has caused new interest in the use of visual aids in industrial training. Not a few Connecticut plants are producing items entirely foreign to peacetime work. Forward planning personnel depart-

ments are accordingly mapping out programs of a refresher and retraining nature.

Long exposure to the school system conditions most of us against training or education whether formal or informal in composition. We like to do things and make things without further studying and teaching. Thus, the same person who is on edge due to the expostulations of a trainer will sit quietly and attentively during the showing of a moving picture.

Recently I attended a forum in Stamford held by the National Industrial Information Committee. An informational movie concerned with free enterprise was shown, got over a point in twenty minutes on which weeks of reading or lecturing would have missed its mark, and elicited favorable comment from the large audience who sat through the showing in complete silence.

Sales managers save much energy and get results from a simple showing of a sales technique movie. The salesman on the receiving end of a manager's tirade may resent the speaker personally, dislike his mannerisms, or, most aggravating, may know the lecturer too intimately, and hence get nothing out of his talk. Regardless, he can become absorbed in a training film and really acquire new ideas to enhance his production. Further excellent examples of visual aid range from government documentary motion pictures, slide films with sound used by the OPA for consumer education to the Disney cartoons to promote inter-American friendships.

★ ★ ★

The General Motors Corporation is a user of visual aid in all phases of its employee training. Recently Mr. Edward Wheeler of Bristol, who has been in charge of the film section of the Connecticut War Council, resigned from his position in the Bristol school system to accept a place in the visual aid section of the General Motors Institute. Mr. Wheeler brings a broad experience in movie techniques to the Institute.

Many of our small plant managers, unable to sustain a training director, can secure help from the picture aid in training. Informative reading is: *Studies in Personnel Policy Number 49* of the National Industrial Conference Board.

* Facts from U. S. Department of Commerce.



EXPORT NEWS

By **W. ADAM JOHNSON**, *Director,
Foreign Trade Dept., and Manager
Hartford Cooperative Office, Bureau of
Foreign and Domestic Commerce.*

AS A MEANS of encouraging a thriving two-way trade with foreign countries, the Foreign Trade Committee of the Association has, during the past month, mailed to the members of the Association more than 1200 copies of a book entitled "Export Selling—A Guide for Connecticut Manufacturers".

Publication of the book represents a great deal of time in research, writing, and editing on the part of the seventeen members of the committee, and is the first book of its kind ever published to aid Connecticut exporters in particular. The Foreign Trade Committee includes seventeen export managers having a total experience in export of 358 years or an average of 21 years per member. The suggestions made to manufacturers for developing an export business are practical and based on long experience. Each of the members of the Committee has contributed sections of the book and

to each much credit is given.

The principal objective of this book is to assist those now connected with the export department of their companies and those companies who are desirous of entering the export market as a means of selling the great volume of goods that can be produced by the greatly expanded production facilities.

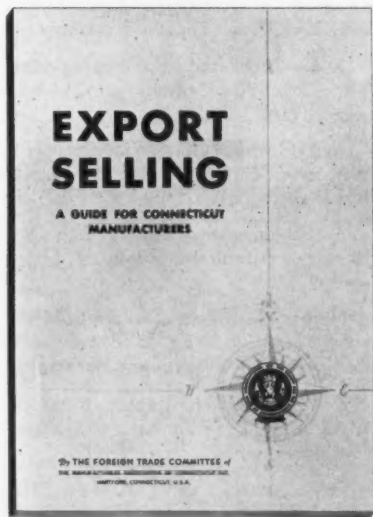
It is now widely recognized that manufacturers must strive to increase the volume of their foreign trade if

a high standard of living is to be maintained in the United States, and if employment figures are to be kept high.

President Alfred C. Fuller, writing in the foreword for the book, says: "Looking forward to the reconversion and post-war periods, it becomes apparent that if our huge productive capacity is to be utilized giving employment to the thousands of men and women now on war work—and other thousands returning from our Armed Forces—it will be necessary that we expand our markets beyond our own boundaries. Thus, employment becomes an international problem.

Everyone already realizes that tremendous demands for goods have been built up throughout the world as a result of the ravages of war and because new horizons have opened up for millions of people who are expecting to attain higher standards of living.

"Connecticut industry is expecting to send its goods into these world markets. We hope that 'Export Selling'



COVER OF "Export Selling", an 88-page guide for Connecticut manufacturers.

TIME AND MOTION STUDY
JOB EVALUATION
WAGE INCENTIVES

INDUSTRIAL RELATIONS
ORGANIZATION
SURVEYS AND REPORTS

R. B. BROWN AND COMPANY MANAGEMENT CONSULTANTS

410 ASYLUM STREET
HARTFORD, CONN.

PLANT LAYOUT STUDIES
OPERATION METHODS
PRODUCTION CONTROL

COST ACCOUNTING
FLEXIBLE BUDGETS
SYSTEMS AND PROCEDURE

will serve as a stimulus to your company to enter foreign trade and develop new sales outlets."

The opening chapter tells of the vital necessity of exporting finished manufactures. By graphic charts it is shown that whereas crude and manufactured food stuffs have been exported in less volume each year, the exportation of semi-finished manufactures and finished manufactures has gone up precipitously. This trend will continue and the United States, in order to maintain its position, must expand its international two-way trade.

"Export Selling—A Guide for Connecticut Manufacturers" outlines the many facilities that are available, through the Manufacturers Association and its Cooperative Office of the Bureau of Foreign and Domestic Commerce, United States Department of Commerce, to the exporting manufacturer. Many sources of information that are available to the exporter are listed along with the types of service that each organization renders. Copies are available at \$1.00 each.

The chapter subjects indicate clearly the broad coverage which is given to the problems of Exporting Selling and are as follows:

- The Vital Necessity of Exporting Finished Manufactures
- Some Details of Practical Exporting
- Market Investigation
- Facilities for Developing Foreign Markets
- Avenues of Distribution
- Agency Contracts
- Handling the Export Order
- Export Quotations
- Foreign Credits
- Financing
- The Ten Letters of Credit Commandments
- Bills of Lading and Other Shipping Documents
- Consular Invoices
- Shipping
- Marine Insurance
- Trade Marks

Patents

- Marking of Country of Origin
- Foreign Cooperative Selling
- Communication
- Foreign Advertising
- Books on Exporting
- Questions and Answers

The members of the Foreign Trade Committee are as follows: Leonard B. Hough (chairman), Vice-President, The Collins Company, Collinsville, W. Adam Johnson (Secretary), Manager, Foreign Trade Department, The Manufacturers Association of Connecticut, Inc., Hartford

H. F. Beebe, (Retired), Former Manager, Export Department, Winchester Repeating Arms Co., New Haven (Honorary Life Member of Committee)

James E. Bryan, President, The Undine Twine Mills, Inc., Moodus

Charles Engelke, Export Manager, The Miller Company, Meriden

H. G. Farwell, Raybestos-Manhattan Inc., Bridgeport

H. W. French, Vice-President, Bridgeport Hardware Mfg. Corp., Bridgeport

A. Kanzler, Manager, Traffic & Order Dept., Pitney Bowes Postage Meter Co., Stamford

A. P. Keeler, Export Manager, The Fuller Brush Company, Hartford

F. D. Lehn, Director, International Division, Underwood-Elliott-Fisher Company, New York and Hartford

J. G. Middleton, Export Manager, The Capewell Manufacturing Company, Hartford

A. H. Payson, Vice-President, American Thermos Bottle Company, Norwich

A. Ribadeneyra, Export Manager, Fairmont Aluminum Company, Stratford

Henry D. Rolph, Director of Export Sales, The Yale & Towne Mfg. Company, New York and Stamford

J. M. Schaeffer, Export Manager, Waterbury Farrel Foundry & Machine Co., Waterbury

C. E. Sutter, Export Manager, The J. B. Williams Company, Glastonbury

E. B. Tracy, Export Manager, American Brass Company, Waterbury

Water Cooler Repairs



GENERAL ELECTRIC

The Government permits repairs, and we are in position to make them.

Also, we have service contracts.

Write or phone

THOMPSON WATER COOLER CO.

N. Haven 7-0115

Hartford 2-1789

Waterbury 4-3319

Bridgeport 3-5787

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the previous month.

THE index of general business activity in Connecticut, shown on the accompanying chart, declined in September for the eighth consecutive month to an estimated 64% above normal. The index now is 50 percentage points below the all-time high of 114% above normal recorded in April 1943 and is at the lowest level in more than three years. Employment, manhours, and freight shipments fell off noticeably while cotton mill activity and construction showed slight decreases from the preceding month. In September the United States index of industrial activity declined to an estimated 39.5% above normal, the lowest point in approximately two years.

The September index of manhours worked in Connecticut factories fell off to an estimated 105.3% above normal. Earnings and hours figures for July, the latest available month, show that male weekly earnings in

Connecticut factories were \$57.64 for a 49 hour week compared with a United States average of \$54.79 for a 46.8 hour week. Connecticut female employees received \$38.07 for a 43.5 hour week against the national average of \$31.21 for 41.3 hours. Male average hourly earnings in the State adjusted to a 40 hour base were \$1.077 compared with \$1.091 for the United States. This is the first time since December 1941 that the Connecticut average has dropped below the national figure to any noticeable extent. Corresponding earnings for female employees were \$.840 and \$.743, respectively.

The index of manufacturing employment in Connecticut declined in September to an estimated 61.8% above normal. The index has fallen off approximately 17 percentage points during the past year reflecting the gradual but steady withdrawal of workers from Connecticut industry.

According to the Bureau of Labor Statistics, manufacturing employment in this State decreased by 52,000 between June 1943 and June 1944. On the other hand, the average number of weekly claimants for unemployment compensation in June 1944 exceeded June 1943 by only 1,067, indicating that only a small percentage of those leaving war jobs remain unemployed. The employment change in certain of the State's leading war production centers since September 1943 is as follows: Bridgeport —23%, New Haven —20%, Hartford —19%, New Britain —13%, Meriden —10%, Waterbury —8%, Stamford +1% and Bristol +5%.

In September the index of freight shipments originating in eight Connecticut cities fell off noticeably to 27.4% above normal. Actual tonnage forwarded was 11% under that of the previous month and 20% below shipments in September of last year.

The index of cotton mill activity in Connecticut declined in September to an estimated 4.7% above normal. In the first nine months of this year textile mills in the State consumed 44,000 bales of cotton compared with 53,000 bales used during the same period in 1943, a decrease of 17%. Active spindle hours through September were 11% under last year.

The Bureau of Labor Statistics' index of wholesale prices rose fractionally in September to 103.8% of the 1926 average. Continuing to show little change from 1943, the index

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL





In selecting a consulting firm you are entitled to the best.

Check this list for fields in which we can be of service:

PRODUCTION DESIGN	TIME STUDIES
TOOL DESIGN	WAGE ADMINISTRATION
PLANT LAYOUT	INCENTIVES
QUALITY CONTROL	REORGANIZATION
OPERATION ANALYSIS	TECHNICAL PERSONNEL
MOTION ECONOMY	FINANCE
MATERIAL HANDLING	COST REDUCTION
OVERHEAD OR BURDEN ANALYSIS	

Ask for booklet,
"A Practical Service for Progressive New England Management"

R. H. WINSLOW & ASSOCIATES

Engineers - Consultants

36 PEARL STREET

HARTFORD 3, CONN.

AD-MANAGER LEADS COMPANY EXECUTIVES

—to master coordinating program

1938—Nathe P. Bagby, employed in Dallas advertising agency, joins an Ellis Plan study group.

1940—Goes to Waco as advertising director of Wm. Cameron & Co., Inc., Wholesale, South's largest manufacturer of architectural woodwork (17 wholesale branches).

1942-43—Outside regular duties, uses "Ellis Methods" to organize various "war" drives—heavy scrap salvage, Red Cross, community betterment, etc.

March, 1944—Brings Cameron post-war sales, sales training, advertising problems to three-day clinic in St. Louis, where 15 Ellis Plan "alumni" from four states join me in using Cameron as guinea-pig during refresher course in Ellis Plan of Creative Engineering. (My first personal sight of him.)

Goes home; includes 101 home office and branch executives in further "CE" studies; by July crystallizes almost unanimous sentiment in favor of general re-training program.

Sept., 1944—Under my long-range

direction, conducts a preliminary "Ellis" course (six sessions) for 20-odd home-office executives.

Sept. 18-20—I spend three days in Waco; conduct five general meetings with 25 key men; consult on further moves; find general manager anxious to carry on with some master coordinating plan to hook together contributions of (a) own staff and (b) three outside industrial engineering concerns previously used; show how Bagby can lead him to it.

We arrange on spot for Bagby to put in week of Nov. 12 at Westport on the "missing link"—a master index of every aspect of the business on which information might be compiled and correlated for sales or office training; standard-practice instruction; sales correspondence; sales presentation, etc., etc.

Case is typical of quite a number in which the adman's grasp of Ellis Methods has led to a whole new urge toward self-betterment, affecting all departments. Interested?

LYNN W. ELLIS

Management Counsel

Westport, Conn.

is now only 0.8% higher than at the end of September last year. The highest commodity index in the first nine months of 1944 was 104.1% in July and the lowest index was 102.9% in January.

The principal item before the War Labor Board and the Economic Stabilization Director is the current consideration of factual information concerning the subject of wages in relation to living costs. In this connection, the discussion has centered around the subject of wage ceilings as established under the "Little Steel" formula. It is the contention of the labor unions that the Bureau of Labor Statistics' cost-of-living index, basis of the "Little Steel" formula, has ceased to be an accurate reflection of increases in living costs. They state that the index does not show the full wartime effect on the cost of living of such factors as lower quality, and disappearance of low-priced goods, and that the actual rise from January 1941 to December 1943 was at least 43%. In presenting the opposite viewpoint, the United States Chamber of Commerce and the National Association of Manufacturers favored continuance of wartime wage and price stabilization policies until the end of the war. They point out that inflation now would most likely lead to deflation after the war, as was the case following World War I.

So far, the Administration has taken pride in the success of the "hold-the-line policy" and as recently as June, in extending the life of the Price Control Law, acted in effect to retain the "Little Steel" formula. Recognizing that the current uncertainty concerning the future of the "Little Steel" formula has a direct bearing on prices of civilian goods, the War Mobilization Director has declared that price control as well as wage control must continue, and the relationship between prices and wages must be stabilized until the dangers of inflation are past. In regulating prices for the postwar period, it has been suggested that 1942 price levels be used with allowances made, where proven necessary, for changed conditions and increased costs. The Office of Price Administration is conducting exhaustive studies into the question of postwar prices and has indicated that industry will be invited to participate in this research.

Latest official figures available show that in July living costs had increased 25% from January 1941, com-

pared with an increase of 71% in average weekly earnings of manufacturing workers and an increase of 49% in average hourly earnings. In Connecticut the cost-of-living index, based on average of costs in Bridgeport and New Haven, shows that in relation to January 1941 the cost of living in July of this year has risen 22%. During this same period, the average hourly basic wage rate per employee in Connecticut factories has increased 46% for male and 68% for female employees. In terms of average weekly earnings, the male employee is now receiving 66% and the female 92% more than in January 1941.

ACCOUNTING HINTS

(Continued from page 39)

at the correct price to use but the important thing to remember and consider is the effect on profits if an inaccurate inventory is taken or if it is not priced correctly.

★ ★ ★

The December meeting of the Hartford Chapter, National Association of Cost Accountants will be held in Farmington, December 19.

Speaker—Maxwell E. McDowell, Standard Oil Co. of New York

Subject—Current Tax Developments



QUERIES

By FREDRICK WATERHOUSE

Counsel

QUESTION 1: We pay some of our officers a percentage of profits as part of their compensation. How are such payments affected by subsequent renegotiations?

ANSWER: The Salary Stabilization Unit has a ruling that the payment, prior to renegotiation by employers to their employees of amounts based upon a percentage of profits, sales price or contract price, or of amounts on any basis relating to profits, sales or contract price, which profits or prices are subject to renegotiation, where such profits or prices are reduced as a result of renegotiation, may constitute a salary payment in contravention of the Salary Stabilization Act. The following examples are given:

Example (1): The A corporation entered into an agreement with its president in January, 1942 to pay him compensation at the rate

of \$25,000 a year plus ten per cent of the net profits. The A corporation is engaged in war production under contracts subject to renegotiation. For the fiscal year ending June 30, 1943, the corporation showed a net profit, before renegotiation, of \$400,000. The A corporation paid additional compensation to its president in 1943 of \$40,000. After renegotiation, the corporation's net profits were \$100,000. The payment of the additional compensation of \$40,000 would be deemed to be in contravention of the Act of October 2, 1942, as amended.

Example (2): The B company entered into an agreement with its sales manager in January 1942 wherein it was to pay him in addition to his base compensation of \$15,000 per year, two per cent of the sales price of an article manufactured for the Government under a war contract subject to renegotiation.

INDUSTRIAL

ENGINEERING

PLANT STUDIES MACHINE LAYOUTS
ROUTING & HANDLING MATERIALS

WESTCOTT & MAPES, INC., NEW HAVEN

tiation. For the fiscal year ending September 30, 1943, the company's sales were \$2,500,000. The company paid its sales manager as additional compensation for the year 1943, the sum of \$50,000. Subsequently as a result of renegotiation, the sales price was reduced 40 per cent to eliminate excessive profits

under the contract. The payment of the additional compensation of \$50,000 would be deemed to be in contravention of the Act of October 2, 1942, as amended.

However, the heads of the various regional offices of the Salary Stabilization Unit are authorized to examine into the existence of ex-

tenuating circumstances at the time that the bonus payments were made for the purpose of determining the extent to which, and the conditions under which, such payments may be approved.

QUESTION 2: Can I take an appeal if I think the compensation commissioner is wrong in his decision charging a separation against my rating?

ANSWER: Yes. The rules of procedure provide that if you feel the examiner erred in charging you with a separation or in allowing compensation you have seven days in which to appeal for a hearing before a commissioner. If you are still dissatisfied with the commissioner's decision you have fourteen days within which to appeal to the Superior Court. In view of the fact that separations which are found compensable and are charged against your merit rating may substantially affect the amount which you must pay toward the unemployment compensation fund, it is well to bring all the facts to the attention of the examiner and to appeal and have a further hearing before the commissioner if you are convinced that the departed employee does not qualify for compensation under the Act. In thus defeating improper claims you also help to preserve the fund to meet the claims of those employees who are justly entitled to compensation.

Norman E. Miller & Associates

Engineers to Industry

**INDUSTRIAL ENGINEERING APPRAISALS
CONTRACT TERMINATIONS**

*A Complete Engineering Service by
Registered Licensed Engineers*

PRODUCTION DESIGN

RESEARCH

STYLING

TOOL DESIGN

MACHINE DESIGN

FIXTURE DESIGN

PLANT LAYOUT

MECHANICAL SURVEYS

PRODUCTION ANALYSIS

TECHNICAL PREPARATION

MILLER PLANT SURVEY & TIME STUDY PLAN

*Members: A. S. M. E., A. S. T. E., S. A. E., A. S. M., I. A. S., S. M. E.,
Engineering Society of Detroit, Army Ordnance Ass'n, National Aeronautic
Ass'n, Michigan Engineering Society, Listed in "Who's Who in Engineering."*

10 North Main St., West Hartford 7, Conn. — Phone 3-4207

PHONE



2-0193

The Graphic Arts Company

HARTFORD

**ADVERTISING ART PHOTO • RETOUCHING PHOTOGRAPHY
PHOTO • ENGRAVING DIRECT MAIL ADVERTISING**

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Barrels		Brass and Bronze	
The Baker Goodyear Co	New Haven	The Abbott Ball Co (burnishing and tumbling)	Hartford	The American Brass Co (sheet, wire rods, tubes)	Waterbury
Accounting Machines		The Hartford Steel Ball Co (tumbling)	Hartford	The Bristol Brass Corp (sheet, wire, rods)	Bristol
Underwood Elliott Fisher Co	Hartford	Bathroom Accessories		The Miller Company (prophor bronze and brass in sheets, strips, rolls)	Meriden
Adding Machines		The Autoyre Company	Oakville	The Thinsheet Metals Co (sheets and rolls)	Waterbury
Underwood Elliott Fisher Co	Hartford	The Charles Parker Co	Meriden	Brass Goods	
Advertising Specialties		Bath Tubs		Sargent and Company	New Haven
The H C Cook Co 32 Beaver St	Ansonia	Dextone Company	New Haven	Scovill Manufacturing Co (To Order)	Waterbury
Scovill Manufacturing Co (Made to Order)	Waterbury	Bearings		Brass Mill Products	
Waterbury Companies Inc	Waterbury	New Departure Div of General Motors (ball)	Bristol	Bridgeport Brass Co	Bridgeport
Aero Webbing Products		The Fafnir Bearing Co (ball)	New Britain	Scovill Manufacturing Co	Waterbury
Russell Mfg Co	Middletown	Norma-Hoffmann Bearings Corp (ball and roller)	Stamford	Brass Stencils—Interchangeable	
Air Compressors		Bells		The Fletcher Terry Co Box 415, Forestville	Forestville
The Spencer Turbine Co	Hartford	Bevin Brothers Mfg Co	East Hampton	Brick—Building	
Aircraft		The Gong Bell Mfg Co	East Hampton	The Donnelly Brick Co	New Britain
Chance Vought Aircraft Division (airplanes)	United Aircraft Corporation (airplanes)	Sargent and Co	New Haven	Bricks—Fire	
Sikorsky Aircraft Division (helicopters)	Bridgeport	The N N Hill Brass Co	East Hampton	Howard Company	New Haven
Aircraft Accessories		Belting		Broaching	
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	South Meriden	Hartford Belting Co	Hartford	The Hartford Special Machinery Co	Hartford
Warren McArthur Corp (Airplane Seating)	Bantam	The Russell Mfg Co	Middletown	Brooms—Brushes	
Aircraft—Repair & Overhaul		The Thames Belting Co	Norwich	The Fuller Brush Co	Hartford
Airport Department Pratt & Whitney Aircraft Division	United Aircraft Corporation	Benches		Buckles	
Rentschler Field East Hartford	United Aircraft Corporation	The Charles Parker Co (piano)	Meriden	The Hatheway Mfg Co (Dee Rings)	Bridgeport
United Airports Div United Aircraft Corp	Rentschler Field East Hartford	Bent Tubing		The Hawie Mfg Co	Bridgeport
Aircraft Tubes		American Tube Bending Co Inc	New Haven	The G E Prentice Mfg Co	New Britain
American Tube Bending Co Inc	New Haven	Bicycle Coaster Brakes		John M. Russell Mfg Co Inc	Staffordville
Airplanes		New Departure Div General Motors Corp	Bristol	B Schwanda & Sons	Waterbury
Chance-Vought Aircraft Div United Aircraft Corp	Stratford	Bicycle Sundries		The Patent Button Co	Waterbury
Aluminum Castings		New Departure Div General Motors Corp	Bristol	Waterbury Companies Inc	Waterbury
Newton-New Haven Co 688 Third Avenue	West Haven	Binders Board		Buffing & Polishing Compositions	
Aluminum Forgings		Colonial Board Company	Manchester	Apothecaries Hall Co	Waterbury
Scovill Manufacturing Co (small)	Waterbury	Biological Products		Lea Mfg Co	Waterbury
Aluminum Goods		Ernst Bischoff Company Inc	Ivoryton	Buffing Wheels	
Scovill Manufacturing Co (To Order)	Waterbury	Blades		The Williamsville Buff Mfg Co	Danielson
Waterbury Companies Inc	Waterbury	Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	Buttons	
Aluminum—Sheets & Coils		Blocks		B Schwanda & Sons	Staffordville
United Smelting & Aluminum Co Inc	New Haven	Howard Company (cupola fire clay)	New Haven	The Patent Button Co	Waterbury
Ammunition		Blower Fans		Colt's Patent Fire Arms Mfg Co	Hartford
Remington Arms Co Inc	Bridgeport	The Spencer Turbine Co	Hartford	Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
Artificial Leather		Colonial Blower Company	Hartford	Waterbury Companies Inc	Waterbury
The Permatex Fabrics Corp	Jewett City	Blower Systems		Cabinets	
Zapon Div, Atlas Powder Co	Stamford	Colonial Blower Company	Hartford	The Charles Parker Co (medicine)	Meriden
Asbestos		Boilers		Cable	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	The Bigelow Co	New Haven	The Wiremold Co (electric, non-metallic sheathed)	Hartford
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Petroleum Heat & Power Co (domestic only)	Stamford	Cams	
Asbestos & Rubber Packing		Bolts and Nuts		The Hartford Special Machinery Co	Hartford
Colt's Patent Fire Arms Mfg Co	Hartford	Clark Brothers Bolt Co	Milldale	Canvas Products	
Assemblies, Small		The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	F B Skiff Inc	Hartford
The Greist Manufacturing Co.	New Haven	Box Board		Carpets and Rugs	
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	The Lyndall & Foulds Paper Co	Manchester	Bigelow-Sanford Carpet Co	Thompsonville
Auto Cable Housing		National Folding Box Co	New Haven	Carpet Lining	
The Wiremold Company	Hartford	New Haven Pulp & Board Co	New Haven	Palmer Brothers Co	New London
Automatic Control Instruments		Robertson Paper Box Co	Montville	Casters	
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	Robert Gair Co	Portland	The Bassick Company (Industrial and General)	Bridgeport
Automobile Accessories		Boxes—Paper—Folding		Casters—Industrial	
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford	Atlantic Carton Corp	Norwich	George P Clark Co	Windsor Locks
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Bridgeport Paper Box Co	Bridgeport	Castings	
Automotive Friction Fabrics		S Curtis & Son Inc	Sandy Hook	The Charles Parker Co (gray iron)	Meriden
The Russell Mfg Co	Middletown	M S Dowd Carton Co	Hartford	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
Automotive & Service Station Equipment		National Folding Box Co (paper folding)	New Haven	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	The Warner Brothers Company	Bridgeport	The Sessions Foundry Co (gray iron)	Bristol
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	The New Haven Pulp & Board Co	New Haven	John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
Bakelite Moldings		Robertson Paper Box Co	Montville	Malleable Iron Fittings Co (malleable iron and steel)	Branford
Waterbury Companies Inc	Waterbury	Robert Gair Co	Portland	McLagon Foundry Co (gray iron)	New Haven
Balls		Boxes—Paper—Setup		Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Abbott Ball Co (steel bearing and burnishing)	Hartford	Bridgeport Paper Box Co	Bridgeport	Philbrick-Booth & Spencer Inc (gray iron)	Hartford
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Brake Cables		Scovill Manufacturing Co (brass and bronze)	Waterbury
Brake Service Parts		Eis Manufacturing Co	Middletown	Union Mfg Co (gray iron)	New Britain
Brake Service Parts		Brake Linings		Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Brake Service Parts		Colt's Patent Fire Arms Mfg Co	Hartford	Castings—Permanent Mould	
Brake Service Parts		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
Brake Service Parts		The Russell Mfg Co	Middletown	Centrifugal Blower Wheels	
Brake Service Parts		Brake Service Parts		The Torrington Manufacturing Co	Torrington
Brake Service Parts		Brake Service Parts		Chain	
Brake Service Parts		Brake Service Parts		John M. Russell Mfg Co Inc	Naugatuck
Brake Service Parts		Brake Service Parts		Chain—Welded and Weldless	
Brake Service Parts		Brake Service Parts		Bridgeport Chain & Mfg Co	Bridgeport

IT'S MADE IN CONNECTICUT

Chains—Head			Dowel Pins			Fireplace Goods		
The Bead Chain Mfg Co	Bridgeport		The Allen Manufacturing Co	Hartford		The John P Smith Co (screens)	423-33 Chapel St	New Haven
Chemicals			Draperies			Fishing Tackle		
Apothecaries Hall Co	Waterbury		Palmer Brothers Co	New London		The Horton Mfg Co (reels, rods, lines)	Bristol	
MacDermid Incorporated	Waterbury		Drop Forgings			The Bevin-Wilcox Line Co (lines)	East Hampton	
American Cyanamid & Chemical Corp	Waterbury		Wilcox Crittenden & Co Inc	Middletown		Flashlight Cases		
Chromium Plating			The Blakeslee Forging Co	Plantsville		Fluorescent Lighting Equipment		
Chromium Corp of America	Waterbury		Atwater Mfg Co	Hartford		The Wiremold Company	Hartford	
The Chromium Process Company	Derby		Capwell Mfg Company	Bridgeport		Forgings		
Chucks & Face Plate Jaws			The Bridgeport Hdw Mfg Corp	Bridgeport		Clark Brothers Bolt Co	Milldale	
Union Mfg Co	New Britain		Druggists' Rubber Sundries			Heppenstall Co (all kinds and shapes)	Bridgeport	
Clamps—Wood Workers			The Seamless Rubber Company	New Haven		Scovill Manufacturing Co (non-ferrous)	Waterbury	
Sargent and Company	New Haven		Edged Tools			Foundries		
Clay			The Collins Co (axes and other edged tools)	Collinsville		Union Mfg Co (gray iron)	New Britain	
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven		Elastic Webbing			Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown	
Cleansing Compounds			The Russell Mfg Co	Middletown		The Sessions Foundry Co (iron)	Bristol	
MacDermid Incorporated	Waterbury		Electric Appliances			Foundry Riddles		
Clutch Facings			The Silex Co	80 Pliny St Hartford		The John P Smith Co	423-33 Chapel St	New Haven
The Russell Mfg Co	Middletown		Electric Cables			Rolock Inc (brass, galvanized, steel)	Southport	
Clutch—Friction			Rockbestos Products Corp (asbestos insulated)	New Haven		Furnace Linings		
The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq)	Manchester		Electrical Conduit Fittings & Grounding Specialties			The Mullite Refractories Co	Shelton	
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport		The Gillette-Vibber Company	New London		Furniture Pads		
Comfortables			Electric Cords			Galvanizing & Electric Plating		
Palmer Brothers Co	New London		Rockbestos Products Corp (asbestos insulated)	New Haven		The Gilman Brothers Company	Gilman	
Cones			Electric Eye Control			The Gillette-Vibber Co	New London	
Sonoco Products Co (Climax-Lowell Div)	Mystic		United Cinephone Corporation	Torrington		Galvanizing		
Consulting Engineers			Electric—Commutators & Segments			Malleable Iron Fittings Co	Branford	
The Stanley P Rockwell Co Inc (Consulting)	Hartford		The Cameron Elec Mfg Co (rewinding motors)	Ansonia		Wilcox Crittenden & Co Inc	Middletown	
Contract Machining			Electric Fixture Wire			Gaskets		
Malleable Iron Fittings Company	Branford		Rockbestos Products Corp (asbestos insulated)	New Haven		The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport	
Contract Manufacturers			Electric Heating Element & Units			Gauges		
Geo W Fleming Co (Metal parts and assemblies)	Wallingford		Rockbestos Products Corp (asbestos insulated)	New Haven		The Bristol Co (pressure and vacuum—recording automatic control)	Waterbury	
The Greist Mfg Co (metal parts and assemblies)	New Haven		Electric Insulation			Hart Engineering Div of W Hart Buick Co Inc (Plug Ring Snap Flush Pin & all types of special gages)	Hartford	
Copper			The Rogers Paper Mfg Co	Manchester		Gears—Reverse & Reduction for Motor Boats		
The American Brass Co (sheet, wire, rods, tubes)	Waterbury		Case Brothers Inc	Manchester		The Snow-Nabstedt Gear Corp	New Haven	
The Bristol Brass Corp (sheet)	Bristol		Electric Panel Boards			Gears and Gear Cutting		
Scovill Manufacturing Co (pipe and service tubing)	Waterbury		The Plainville Electrical Products Co	Plainville		The Hartford Special Machinery Co	Hartford	
The Thinsheet Metals Co (sheets and rolls)	Waterbury		Electric Wire			The Gray Mfg Co (Zerol Bevel)	Hartford	
Copper Sheets			Rockbestos Products Corp (asbestos insulated)	New Haven		General Plating		
Copper Shingles			The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden		The Chromium Process Co (copper, nickel, chromium and cadmium plating)	Derby	
Copper Water Tube			Electrical Control Apparatus			Glass Cutters		
Bridgeport Brass Co	Bridgeport		The Trumbull Electric Mfg Co	Plainville		The Silex Co	80 Pliny St Hartford	
Cork Cots			Electrical Recorders			Golf Equipment		
Sonoco Products Co (Climax-Lowell Div)	Mystic		The Bristol Co	Waterbury		The Fletcher Terry Co	Box 415 Forestville	
Corrugated Box Manufacturers			Electrical Goods			Greeting Cards		
The Danbury Square Box Co	Danbury		A C Gilbert Co	New Haven		A D Steinbach & Sons Inc	New Haven	
Corrugated Shipping Cases			Electronics			Grinding		
D L & D Container Corp	87 Shelton Ave		The Gray Manufacturing Company	Hartford		The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal and special)	Bridgeport	
Cosmetics			Electrotypes			19 Staples Street	Hartford	
Connecticut Corrugated Box Div	Robert Gair Portland		W T Barnum & Co Inc (all classes)	New Haven		Hand Tools		
Norham Warren Corporation	Stamford		Elevators			The Bridgeport Hdw Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport	
The J B Williams Co	Glastonbury		The Eastern Machinery Co (passenger and freight)	New Haven		Hardware		
Cotton Batting & Jute Batting			General Elevator Service Co Inc (freight, passenger and residence)	Hartford		Sargent and Co	New Haven	
Palmer Brothers	New London		Embalming Chemicals			Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown	
Cotton Yarn			The Embalmers' Supply Co	Westport		The Bassick Company (Automotive)	Bridgeport	
The Floyd Cranks Co	Moosup		Engines			Hardware—Trailer Cabinet		
Counting Devices			Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport		The Excelsior Hardware Co	Stamford	
Veeder-Root Inc	Hartford		Pratt & Whitney Aircraft Div	United Aircraft Corp (aircraft)	East Hartford	Hardware, Trunk & Luggage		
Crucibles & Refractories			Envelopes			Corbin Cabinet Lock Div American Hardware Corp	New Britain	
American Crucible Co	Shelton		Plimpton Mfg Co Div U S Envelope Co	Hartford		J H Sessions & Son	Bristol	
Cut Stone			Curtis 1000 Inc	Hartford		Hat Machinery		
The Dextone Co	New Haven		Extractors—Tap			Doran Brothers Inc	Danbury	
Cutters			The Walton Co	94 Allyn St Hartford		Heat Treating		
The Standard Machinery Co (rotary board, single and duplex)	Mystic		Eyelets			The A F Holden Co	200 Winchester St	New Haven
The O K Tool Co Inc (inserted tooth milling)	33 Hull St		The Platt Bros & Co P O Box 1030	Waterbury		The Bennett Metal Treating Co	1045 New Britain Ave	Elmwood
Delayed Action Mechanisms			Scovill Manufacturing Co	Waterbury		The Stanley P Rockwell Co Inc	296 Homestead Ave	Hartford
M H Rhodes Inc	Hartford		Fasteners—Slide & Snap			The Driscoll Wire Company	Shelton	
Dictating Machines			The G E Prentice Mfg Co	New Britain				
Dictaphone Corporation	Bridgeport		Sargent and Co	New Haven				
The Soundscribe Corporation	New Haven		Scovill Manufacturing Co (snap)	Waterbury				
Die Castings			FELT—All Purposes					
Newton-New Haven Co Inc	688 Third Ave		American Felt Co (Mills & Cutting Plant)	Glenville				
Die Castings (Aluminum & Zinc)			Ferrules					
Corbin Cabinet Lock Div American Hardware Corp	New Britain		Waterbury Companies Inc	Waterbury				
Dies			Fibre Board					
The Hoggson & Pettis Mfg Co	141 Brewery St		The C H Norton Co	North Westchester				
Die-Heads—Self-Opening			The Rogers Paper Mfg Co (Specialty)	Manchester				
The Eastern Machine Screw Corp	Truman & Barclay Sts		Case Brothers Inc	Manchester				
The Geometric Tool Co	New Haven		Finger Nail Clippers					
Dish Washing Machines			The H C Cook Co	32 Beaver St Ansonia				
Colt's Patent Fire Arms Mfg Co	Hartford		Firearms					
			Colt's Patent Fire Arms Mfg Co	Hartford				
			Remington Arms Co Inc	Bridgeport				
			Fire Hose					
			Fabrics Fire Hose Co (municipal and industrial)	Sandy Hook				

IT'S MADE IN CONNECTICUT

Heat-Treating Equipment

The Autoyre Company
The A F Holden Co
200 Winchester St New Haven
The Stanley P Rockwell Co Inc (commercial)
296 Homestead Ave Hartford
The Wallace Barnes Co Div Associated Spring Corp Bristol

Heating Apparatus

The Miller Company (domestic oil burners and heating devices) Meriden

Highway Guard Rail Hardware

Malleable Iron Fittings Co Branford

Hinges

Sargent and Company New Haven
Homer D. Bronson Company Beacon Falls

Holsts and Trolleys

Union Mfg Company New Britain

Hollow Screws

The Allen Manufacturing Co Hartford (Adv.)

Hose Supporter Trimmings

The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters

Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids

Eis Manufacturing Co Middletown

Industrial Finishes

Zapon Div Atlas Powder Co Stamford

Industrial and Masking Tapes

The Seamless Rubber Company New Haven

Insecticides

American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable

The Kerite Insulated Wire & Cable Co Inc Seymour

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) Hamden

Insulation

The Gilman Brothers Co Gilman

Insulating Refractories

The Mullite Refractories Co Shelton

Jacquard

Case Brothers Inc Manchester

Japanning

J H Sessions & Son Bristol

Joining

The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks

Corbin Cabinet Lock Div American Hardware Corp New Britain

Sargent and Company New Haven

The Graham Mfg Co Derby

Labels

J & J Cash Inc (Woven) South Norwalk

Lacquers & Synthetic Enamels

Zapon Div Atlas Powder Co Stamford

Ladders

A W Flint Co 196 Chapel St New Haven

Lamps

The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Leather

Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Goods Trimmings

The G E Prentice Mfg Co New Britain

Letterheads

Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Equipment

The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden

Waterbury Companies Inc Waterbury

Locks

Sargent and Company New Haven

Locks-Cabinet

Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Suit-Case and Trimmings

Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Trunk

Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Zipper

The Excelsior Hardware Co Stamford

Loom-Non-Metallic

The Wiremold Company Hartford

Machine Work

Geo W Fleming Co Wallingford

The Hartford Special Machinery Co (contract work only) Hartford

The Torrington Manufacturing Co (special rolling mill machinery) Torrington

Machinery

The Hallden Machine Company (mill) Thomaston

The Torrington Manufacturing Co (mill) Torrington

The Standard Machinery Co (bookbinders) Mystic

Machinery Dealers & Rebuilders

Botwinik Brothers New Haven

Machinery Dealers Inc New Haven

J L Lucas and Son Fairfield

Machines

Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

The Patent Button Company Waterbury

Machines-Automatic

The A H Nilson Mach Co (Special) Bridgeport

Machines-Forming

The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Magnets

Cinaudagraph Corp (Permanent) Stamford

Mail Boxes, Apartment & Residential

Corbin Cabinet Lock Div American Hardware Corp New Britain

Marine Equipment

The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Wilcox Crittenden & Co Inc Middletown

Marking Devices

The Hoggson & Pettis Mfg Co New Haven

Matrices

W T Barnum & Co Inc New Haven

Mattresses

Palmer Brothers Co New London

Waterbury Mattress Co Waterbury

Mechanical Assemblies-Small

M H Rhodes Inc Hartford

Mechanics Hand Tools

The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners

Apothecaries Hall Co Waterbury

Metal Cleaning Machines

Colt's Patent Fire Arms Mfg Co Hartford

Metal Goods

Bridgeport Brass Co (to order) Bridgeport

Metal Novelties

The H C Cook Co 32 Beaver St Ansonia

Waterbury Companies Inc Waterbury

Metal Products-Stampings

J H Sessions & Son Bristol

Scovill Manufacturing Co (Made to Order) Waterbury

Metal Specialties

The Excelsior Hardware Co Stamford

The G E Prentice Mfg Co New Britain

Metal Stampings

The Autoyre Co (small) Oakdale

The Patent Button Co Waterbury

The Excelsior Hardware Co Stamford

J H Sessions & Son Bristol

The H C Cook Co 32 Beaver St Ansonia

The Greist Mfg Co 503 Blake St New Haven

Waterbury Companies Inc Waterbury

Bridgeport Chain & Mfg Co Bridgeport

Milk Bottle Carriers

The John P Smith Co 323-33 Chapel St New Haven

Millboard

The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport

Mill Supplies

Wilcox Crittenden & Co Inc Middletown

Moulded Plastic Products

The Patent Button Co Waterbury

Colt's Patent Fire Arms Mfg Co Hartford

The Watertown Mfg Co 117 Echo Lake Road Watertown

Moulds

The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

The Sessions Foundry Co (heat resisting for non ferrous metals) Bristol

Nickel Anodes

Apothecaries Hall Co Waterbury

The Seymour Mfg Co Seymour

Nickel Silver

The Seymour Mfg Co Seymour

Nuts Bolts and Washers

Clark Brothers Bolt Co Middale

Office Equipment

Underwood Elliott Fisher Co Hartford

Oil Burners

The Silent Glow Oil Burner Corp Hartford

1477 Park St Hartford

Petroleum Heat & Power Co (domestic commercial and industrial) Stamford

The Miller Company (domestic) Meriden

Oil Burner Wick

The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Packing

The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport

Padlocks

Corbin Cabinet Lock Div American Hardware Corp New Britain

Paints and Enamels

The Staminite Corp New Haven

The Tredennick Paint Mfg Co Meriden

Paperboard

Connecticut Corrugated Box Div Robert Gair Co Inc Portland

The New Haven Pulp & Board Co New Haven

Paper Boxes

National Folding Box Co (folding) New Haven

The New Haven Pulp & Board Co New Haven

Robertson Paper Box Co (folding) Montville

The Strouse, Adler Co New Haven

Atlantic Carton Corp (folding) Norwich

The Warner Brothers Company Bridgeport

Paper Clips

The H C Cook Co (steel) 32 Beaver St Ansonia

Paper Tubes and Cores

Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes

Sonoco Products Co (Climax-Lowell Div) Mystic

Pharmaceutical Specialties

Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze

The Seymour Mfg Co Seymour

The Bristol Brass Corp (sheet) Bristol

The Miller Company (sheets, strips, rolls) Meriden

Pipe

The American Brass Co (brass and copper) Waterbury

Howard Co (cement well and chimney) New Haven

Crane Company (fabricated) Bridgeport

Bridgeport Brass Co (brass & copper) Bridgeport

Scovill Manufacturing Co (copper, red brass and yellow brass) Waterbury

Pipe Fittings

Malleable Iron Fittings Co Branford

The Corley Co Inc (300# AAR) Plainville

Plastic Buttons

Colt's Patent Fire Arms Mfg Co Hartford

Plastics-Extruded

Extruded Plastics Inc Norwalk

Platers

The Patent Button Co Waterbury

The Plainville Electro Plating Co Plainville

The Hartford Chrome Corporation Plainville

The Hartford Chrome Corporation Hartford

Platers' Equipment

Apothecaries Hall Company Waterbury

MacDermid Incorporated Waterbury

Plumbers' Brass Goods

Bridgeport Brass Co Bridgeport

Scovill Manufacturing Co Waterbury

Plumbing Specialties

John M Russell Mfg Co Inc Naugatuck

Pole Line

Malleable Iron Fittings Co Branford

Polishing Wheels

The Williamsville Buff Mfg Co Danielson

Printing

The Case Lockwood & Brainard Co Hartford

Presses

The Standard Machinery Co (plastic molding, embossing, and die cutting) Mystic

Press Papers

Case Brothers Inc Manchester

Propellers-Aircraft

Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Propeller Fan Blades

The Torrington Manufacturing Co Torrington

Punches

The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St New Haven

Putty Softeners-Electrical

The Fletcher Terry Co Box 415 Forestville

Pyrometers

The Bristol Co (recording and controlling) Waterbury

Radiation-Finned Copper

The G. & O Manufacturing Company New Haven

Railroad Equipment

The Rostand Mfg Co (baggage racks and mirrors for passenger cars) Milford

Rayon Yarns

The Hartford Rayon Corp Rocky Hill

Reamers

The O K Tool Co Inc (inserted tooth) 33 Hull St Shelton

Recorders

The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Refractories

Howard Company New Haven

IT'S MADE IN CONNECTICUT

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
The C O Jelliff Mfg Co (Nickel chromium, kanthal) Southport

Retainers
The Hartford Steel Ball Co (bicycle & automotive) Hartford

Reverse Gear—Marine
The Carlyle Johnson Mach Co Manchester

Riveting Machines
The Grant Mfg & Machine Co Bridgeport

The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment) Bridgeport

Rivets
The Connecticut Manufacturing Company Waterbury

Rods
Clark Brothers Bolt Co Milldale
The Blake & Johnson Co (brass, copper and non-ferrous) Waterville
J. H. Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper) Bridgeport
The Raybestos Div of Raybestos-Manhattan Inc (iron) Bridgeport (Advt.)

Rubber Chemicals
The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils) Stamford

Rubberized Fabrics
The Duro-Gloss Rubber Co New Haven

Rubber Footwear
The Goodyear Rubber Co Middletown

Rubber Gloves
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck

Rubber Burners
The Seamless Rubber Company New Haven

The John P Smith Co 423-33 Chapel St New Haven

Safety Fuses
The Ensign-Bickford Co (mining & detonating) Simsbury

Saw Blades
The Capewell Mfg Co (Hack Saw, Band Saw) Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial
The Kron Company Bridgeport

Scissors
The Acme Shear Company Bridgeport

Screw Machine Products
The Apex Tool Co Inc Bridgeport

The Connecticut Manufacturing Company Waterbury

Corbin Screw Div, American Hardware Corp New Britain

The Blake & Johnson Co Waterville

The Centerless Grinding Co Inc (Heat treated and ground type only) Bridgeport

19 Staples Street Bridgeport

The Eastern Machine Screw Corp New Haven

Truman & Barclay St New Haven

The Humason Mfg Co Forestville

Geo W Fleming Co Wallingford

The Greist Mfg Co (Up to 1½" capacity) New Haven

Scovill Manufacturing Co Waterbury

Screws
The Blake & Johnson Co (machine) Waterville

Corbin Screw Div, American Hardware Corp New Britain

Sargent and Company New Haven

Clark Brothers Bolt Co Milldale

The Charles Parker Co (wood machine) Meriden

Scovill Manufacturing Co (cap and machine) Waterbury

The Connecticut Mfg Co (machine) Waterbury

Scythes
Winsted Manufacturing Co Winsted

Sewing Machines
The Greist Mfg Co (Sewing machine attachments) 503 Blake St New Haven

The Merrow Machine Co (Industrial) Hartford

Shaving Soaps
The J B Williams Co Glastonbury

Shears
The Acme Shear Co (household) Bridgeport

Sheet Metal Products
The American Brass Co (brass and copper) Waterbury

Sheet Metal Stampings
The American Buckle Co West Haven

The Patent Button Co Waterbury

J H Sessions & Son Bristol

Showcase Lighting Equipment
The Wiremold Company Hartford

Shower Stalls
Dextone Company New Haven

Signals
The H C Cook Co (for card files) Ansonia

Silks
Cheney Brothers South Manchester

Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury

Smoke Stacks
The Big-Jow Company (steel) New Haven

Soap
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Special Parts
The Greist Mfg Co (small machined, especially precision stampings) New Haven

Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware Corp New Britain

Special Springs & Wire Forms
New England Spring Mfg Co Unionville

Spinnings
The Gray Manufacturing Company Hartford

Sponge Rubber
The Sponge Rubber Products Co Derby

Spreads
Palmer Brothers Company New London

Spring Coiling Machines
The Torrington Manufacturing Co Torrington

Spring Units
American Chain & Cable Co Inc Bridgeport

Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport

Spring Washers
The Wallace Barnes Co Div Associated Spring Corp Bristol

Spring—Coil & Flat
The Humason Mfg Co Forestville

The Wallace Barnes Co Div Associated Spring Corp Bristol

Spring—Flat
The Wallace Barnes Co Div Associated Spring Corp Bristol

Spring—Furniture
American Chain & Cable Co Inc Bridgeport

Owen Silent Spring Co Inc Bridgeport

Spring—Wire
The Wallace Barnes Co Div Associated Spring Corp Bristol

J W Bernston Company (Coil and Torsion) Plainville

Spring, Wire & Flat
The Autoyre Company Oakville

Stair Pads
Palmer Brothers Company New London

Stamps
The Hoggson & Pettis Mfg Co (steel) New Haven

141 Brewery St New Haven

Stampings
The Rogers Paper Mfg Co (Fibre, Cellulose, Paper) Manchester

Stampings—Small
The Greist Manufacturing Co New Haven

The Wallace Barnes Co Div Associated Spring Corp Bristol

Staples
Sargent and Company New Haven

Steel Castings
The Hartford Electric Steel Co (carbon and alloy steel) 540 Statush Ave Hartford

Malleable Iron Fittings Co Branford

Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
The Wallace Barnes Co Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
Wallingford Steel Company Wallingford

Steel Goods
Scovill Manufacturing Co (To Order) Waterbury

Steel—Magnetic
Cinaudagraph Corporation Stamford

Stereotypes
W T Barnum & Co Inc New Haven

Stop Clocks, Electric
The H C Thompson Clock Co Bristol

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
The Mullite Refractories Co Shelton

Surface Metal Raceways & Fittings
The Wiremold Company Hartford

Surgical Dressings
The Seamless Rubber Company New Haven

Acme Cotton Products Co Inc East Killingly

Surgical Rubber Goods
The Seamless Rubber Company New Haven

Switchboards
Plainville Electrical Products Co Plainville

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Tanks
The Bigelow Company (steel) New Haven

Tape
The Russell Mfg Co Middletown

Tap Extractors
The Walton Co 94 Allyn St Hartford

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co Hartford

2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City

Thermometers
The Bristol Co (recording and automatic control) Waterbury

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton

The American Thread Co Willimantic

The Gardiner Hall Jr Co (cotton sewing) South Willington

Wm Johl Manufacturing Co Mystic

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol

Timing Devices and Time Switches
M H Rhodes Inc Hartford

Tinning
Wilcox Crittenden & Co Inc Middletown

The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven

The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools, Dies & Fixtures
The Greist Mfg Co New Haven

Toys
A C Gilbert Company New Haven

The Gong Bell Co East Hampton

The N N Hill Brass Co East Hampton

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
The Excelsior Hardware Co Stamford

George P Clark Co Windsor Locks

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia

Tubing
The American Brass Co (brass and copper) Waterbury

Scovill Manufacturing Co (copper alloys) Waterbury

Tubing—Condenser
Scovill Manufacturing Co Waterbury

Tubing (Extruded Plastic)
Extruded Plastics Inc Norwalk

Turret Lathe Products
Geo W Fleming Co Wallingford

Typewriters
Underwood Elliott Fisher Co Hartford

Typewriter Ribbons
Underwood Elliott Fisher Co Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings
The Corley Co Inc (300# AAR) Plainville

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Flush
Beaton & Cadwell Mfg Co New Britain

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Varnishes
The Staminit Corp New Haven

IT'S MADE IN CONNECTICUT

Ventilating Systems		Wire Goods	
Colonial Blower Company	Hartford	The Patent Button Co	Waterbury
The Charles Parker Co	Meriden	The American Buckle Co (overall trimmings)	West Haven
Washers		Scovill Manufacturing Co (To Order)	Waterbury
The Blake & Johnson Co (brass, copper & non-ferrous)	Waterville	Wire Mesh	
American Felt Co (felt)	Glenville	Rolock Inc (all meshes and metals)	Fairfield
Clark Brothers Bolt Co	Middale	Wiremolding	
The Sessions Foundry Co (cast iron)	Bristol	The Wiremold Company	Hartford
J H Sessions & Son	Bristol	Wire Nuts—Solderless	
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers)	Bridgeport	The Wiremold Company	Hartford
Watches		Wire Reels	
Benrus Watch Co	30 Cherry St Waterbury	The A H Nilson Mach Co	Bridgeport
Waterproof Dressings for Leather		Wire Partitions	
The Viscol Company	Stamford	The John P Smith Co	New Haven
Webbing		423-33 Chapel St	
The Russell Mfg Co	Middletown	Wire Rings	
Welding		The American Buckle Co (pan handles and tinner's trimmings)	West Haven
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven	Wire Shapes	
Welding Rods		Bridgeport Chain & Mfg Co	Bridgeport
The Bristol Brass Corp (brass & bronze)	Bristol	Woodwork	
Wheels—Industrial		C H Dresser & Son Inc (Mfg all kinds of woodwork)	Hartford
George P Clark Co	Windsor Locks	Yarns	
Wicks		The Ensign-Bickford Co (jute carpet)	Simsbury
The Russell Mfg Co	Middletown	Reynolds & Co (cotton, rayon)	Norwich
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks)	Bridgeport (Advt.)	Zinc	
Wire		The Platt Bros & Co (ribbon, strip and wire)	Waterbury
The Bristol Brass Corp (brass & bronze)	Bristol	P O Box 1030	
The Driscoll Wire Co (steel)	Shelton	Zinc Castings	
Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted	Newton-New Haven Co Inc	688 Third Ave West Haven (Advt.)
The Atlantic Wire Co (steel)		The Platt Bros & Co (zinc wire)	
P O Box 1030		Waterbury	
Rockbestos Products Corp (asbestos insulated)		New Haven	
Scovill Manufacturing Co (brass, bronze and nickel silver)		Waterbury	
Wire Arches and Trellis		The John P Smith Co	
423-33 Chapel St		New Haven	
Wire Baskets		Rolock Inc (for acid, heat, degreasing)	
Fairfield		Wire Cable	
The Bevin-Wilcox Line Co (braided)		East Hampton	
Wire Cloth		The C O Jelliff Mfg Co (All metals, all meshes)	
Southport		The John P Smith Co	
423-33 Chapel St		New Haven	
Wire Drawing Dies		The Waterbury Wire Die Co	
Waterbury		Wire Dipping Baskets	
The John P Smith Co		423-33 Chapel St	
New Haven		Wire—Enameled Magnet	
Sweet Wire Co		Winsted	
Wire Formings		The Autoyre Co	
Oakville		Wire Forms	
The Humason Mfg Co		Forestville	
The Wallace Barnes Co Div Associated Spring Corp		Bristol	

NEW DIRECTORS NAMED

(Continued from page 9)

president of the Atwood Machine Company of Stonington. Previously he was associated with the Farrel-Birmingham Company of Ansonia from 1914 to 1936, serving as vice-president from 1930 to 1936.

His current activities include being a director of Southern New England Telephone Company and of the Farrel-Birmingham Company. He is a member of the board of managers of the Westerly Branch, Industrial Trust Company, of the administrative council and executive committee of the National Founders Association and of the manufacturers Committee of the Connecticut War Council.

Mr. Hoadley is also a member of the committee on industrial reconversion, Connecticut War Council; War Manpower Committee, New London area; Connecticut advisory board, Liberty Mutual Insurance Company, and regional committee, United States Victory Fund. He is a director of the National Association of Textile Machinery Manufacturers and a trustee of Connecticut Public Expenditure Council.

FRANCIS S. NETTLETON, director for Tolland, is general superintendent of the Hockanum Mills Company Division of the M. T. Stevens & Sons Company of Rockville. He has been with Hockanum Mills since 1901.

Mr. Nettleton was born in Leeds, England, in 1880, and graduated from Philadelphia Textile Institute in 1900. He is president and a director of the Rockville Water and Aqueduct Company and of the Savings Bank of Rockville. He is also on the advisory board of the Rockville branch of the Hartford-Connecticut Trust Company.

★ ★ ★

MALTBY STEVENS, the Association's new director-at-large, is general plant manager of the International Silver Company of Meriden. He is married and lives in Wallingford, where he is a director of the Wallingford Bank and Trust Company.

In addition he is a director of International Silver Company, a member of the company's executive committee and is in charge of procurement of war materials for the concern.

During the First World War he

served with Troop A, Connecticut Cavalry, and saw active service with the machine gun battalion of the 26th Division. He is a member of Shaw-Simon Post, American Legion.

★ ★ ★

W. R. HOYT, director for Fairfield County, is general manager of the Yale and Towne Manufacturing Company of Stamford. He was born in Stamford and after completing school was employed by Yale and Towne where he has spent his entire business career.

He has had a broad manufacturing experience which covers all the steps from an apprentice, foreman, superintendent, assistant to the vice-president in charge of production, and works manager of the Philadelphia Division for 10 years, to his present position as general manager of the Stamford Division.

Mr. Hoyt is a member of the board of directors of the Stamford Chamber of Commerce, a member of the American Society of Mechanical Engineers, the Stamford Labor-Management Committee of the War Manpower Commission, and a director of the Citizens Savings Bank of Stamford.

SERVICE SECTION

FOR SALE—RENT—WANTED

WOODWORKING FACILITIES AVAILABLE—Now making intricate boxes to close tolerances for field communications sets—Experience in laminated woods and construction of unusual wooden devices and receptacles. Address M. T. A. 233.

MACHINE TIME OPEN—Have been machining parts for several large concerns in Connecticut during the past four years and now have open time on turret lathes for sub-contracting—Also engine lathe and milling capacity. Address M. T. A. 227.

WANTED—concern making small tools, sale of which can be increased and sold possibly on a royalty basis by old established concern with high reputation for quality. Selling and advertising could be handled at very little additional expense. Address MTW 161.

FOR SALE—Factory at Norwalk, Connecticut—2½ story brick factory building with large basement and large attic—6,000 square feet—60 feet front by 40 feet deep—near railroad siding. Excellent central location. Attractive price. Address R. E. 157.

FOR RENT—Approximately 15,000 square feet in a modern factory building in Stamford—building has watchman service—elevator—heat—located near the New Haven R. R. station—Accessible to bus lines—Space is completely wired for 220 volt—three phase service. Address R. E. 158.

SELL—Your surplus office and factory equipment to a rated dealer—business and bank references offered. Address S. E. 524.

SPECIAL BARGAIN—Money safe—Burglar proof—two hour fire—2 key arrangement—suitable for armored service pick-up. Address S. E. 525.

FOR SALE—1 Garvin 2 spindle drill press—1 Hartford triple action cutting barrel—1-7 spindle Dwight Slate drill press. Address S. E. 531.

FOR SALE—2 HRT Bigelow Boilers—built 1920—210 H.P. capacity—Design Pressure 132 lbs.—flush front for hand firing but equipped with Flynn & Emerich Huber Stoker—one stoker purchased in 1937 and the other in 1939. Boilers now in use and can be seen operating. Must be sold at once to make room for installation of larger capacity boiler. Address S. E. 535.

FOR SALE—PUMPS—One Worthington Horizontal Simplex Steam Heating Vacuum Pump—6x8x12 serial No. 907525—purchased in 1935—also same type of pump 4½x6½x6—serial No. 292512—purchased in 1932—One 4"—No. 509-33 Mason Neilan Pilot Operated pressure reducing valve complete—serial No. 84754—with strainer for the 4" that was installed—used since October 1941. Address S. E. 537.

WANTED—Two (2) Number 20 Bliss Inclined Presses or equivalent—individual motor drive preferred—230 volt 2 phase required. Address S. E. 540.

PERSONNEL

SELLING AGENCY—Wants several complete lines for introduction in Texas and Louisiana to wholesalers and jobbers of hardware, mill supplies, plumbing and automotive supplies, as well as marine, oil well and refinery supplies. Excellent references. Address Post Office Box 1150, Houston, Texas. Address S. A. 1.

SALES REPRESENTATION—Retiring Army Captain, former electric generator manufacturer, desires mechanical and electrical lines to represent as a manufacturer's agent in the Rocky Mountain Area—experience as a buyer of materials used in manufacturing as well as salesman and sales manager for a number of years are qualifications and sound reason for the best representation of your lines. A native of the mid-West, age 35, has traveled this territory for a number of years. Address S. A. 2.

INDUSTRIAL ENGINEER—Over 25 years of practical experience as mechanical engineer and consultant in plant and product engineering—processing—material handling—special machine and tool design—research and new development. Address P. W. 1263.

PURCHASING AGENT & ADMINISTRATIVE ASSISTANT—Much experience meeting and handling people—Can develop short cuts and systems—Good correspondent—Entrusted with vast sums of money—Veteran of present war. Address P. W. 1268.

FOREIGN REPRESENTATIVE—Traveled extensively in Europe—Middle East—South America—Africa—East Indies—Speaks 7 languages—special knowledge of semi-heavy machinery—drugs and chemicals—pharmaceuticals and electrical equipment—Graduate Engineer—Polytechnical Institute in Vienna, Austria. Address P. W. 1277.

ADMINISTRATIVE—Past fifteen years work has been principally of a supervisory or administrative nature—includes planning and supervising development work, preparing budgets and financial analyses, sales engineering, handling negotiations of various types, and general administrative work including employee supervision. Experience most valuable to a firm manufacturing electrical or mechanical equipment. Best qualified for position dealing with general management problems, or the coordination of research and sales activities, or analysis and studies of production problems. Address P. W. 1280.

INDUSTRIAL ENGINEER—experience includes methods, projects, production, time and motion, electronics—Yale Sheffield. Address P. W. 1282.

CREDIT MANAGER—for company offering a real opportunity for future advancement—15 years' experience—age 39. Address P. W. 1283.

DIRECTOR OF PURCHASES—experience in purchasing for forge and machine shops, castings, steel, stampings, miscellaneous supplies and equipment. Age 31—4F draft status—single. Address P. W. 1284.

SALES—age 41—past five years in insulation field—previously investment sales. Address P. W. 1285.

MATERIAL AND PRODUCTION CONTROL—SALES MANAGEMENT AND PROMOTION—Thoroughly experienced in manufacturing processes, plant layout, material and production control—familiar with sales management and training of salesmen, also sales promotion and advertising—college graduate, 31 years of age, with a wide and varied business background. Address P. W. 1287.

TREASURER, COMPTROLLER, OR ASSISTANT TO PRESIDENT—Background of wide executive experience in finance and accounting, and work with others in every phase of industrial management—30 years experience industrial accounting—age 52. Address P. W. 1289.

PERSONNEL MANAGER OR ASSISTANT—College graduate (woman) who has Master's Degree in field of industrial, public relations—more than 12 years personnel experience—Good personality—organization ability. Address P. W. 1295.

FACTORY MANAGER, PRODUCTION MANAGER, PURCHASING AGENT—Age 44—Family—Engineer trained—manufacturing, executive experience—qualified to organize and manage every phase of activity for the most exacting and demanding management—Now employed by front rank automobile manufacturer. Address P. W. 1300.

TRAINING SUPERVISOR OR INDUSTRIAL RELATIONS SUPERVISOR—Age 41—Master's Degree in Education—thorough experience handling people as Sales Manager for 14 years—5 years industrial experience—Developed complete program. Supervisory Training Conference Courses for Corporation with 40,000 employees—Excellent knowledge of purposes and functions of all staff departments. Address P. W. 1302.

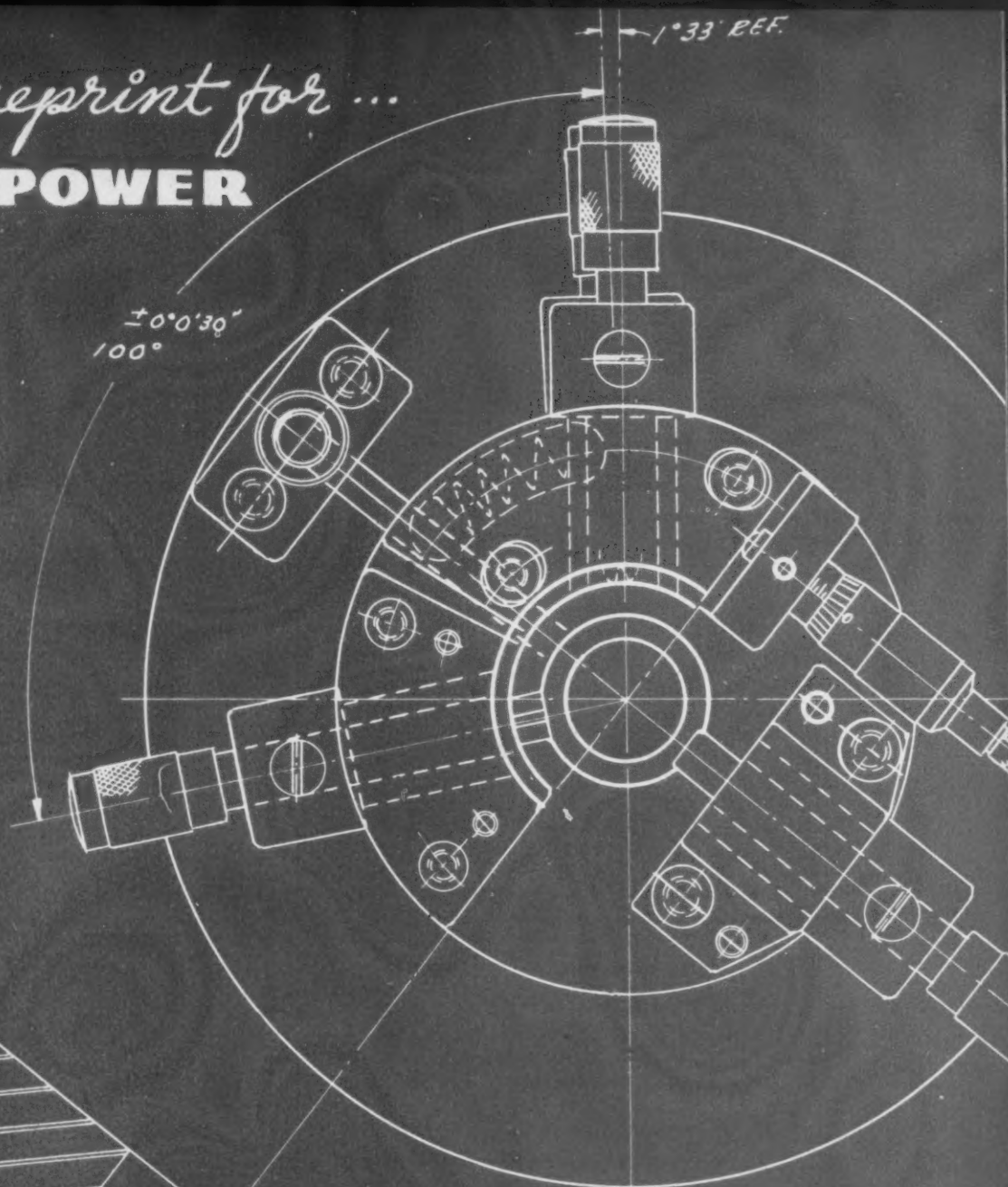
INDUSTRIAL SPECIALIST AND CONSULTANT—Available for permanent executive position—experience acquired by making many plant studies for increasing production by using better production methods and improved personnel practices—General Manager of stove manufacturing plant several years. Address P. W. 1304.

SALES PROMOTIONAL SUPERVISOR—21 years active experience in retail, wholesale and specialty sales field—Can conduct training programs and promotional sales campaigns—Presently employed in Industrial Relations and Personnel work as director—Desire position with opportunity for advancement with established company—College graduate—Married—3 children. Will work on salary or commission with drawing account. Address P. W. 1305.

INDUSTRIAL RELATIONS EXECUTIVE—Lifetime experience—New York and New England—in Law and Personnel—Labor—Union relationships—methods and practices (including actually working with labor)—seeks position where assistance in Labor-Policy forming and directing is desired. Address P. W. 1314.

Blueprint for ...

MANPOWER



*SIEWEK METHODS UTILIZE TO THE FULLEST EXTENT
EXISTING MANPOWER.*

*ENGINEERING TALENT ORGANIZED AS A MOBILE
FORCE CAN BE EXPENDED ON THE HIGHEST PRIORITY
DICTATED PROGRAM OF INDUSTRY.*

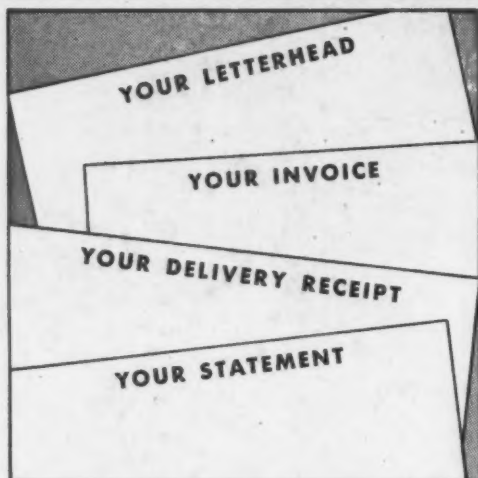
*DEVELOPED IN FULL MEASURE BY REQUIREMENT
OF WAR PRODUCTION - THIS FACILITY OF ACTION
PLUS EXPERIENCE GAINED THROUGH DIVERSIFIED
PROGRAMS HAS CREATED IN SIEWEK A MOST
VALUABLE PRODUCTION MACHINE!*

SIEWEK ENGINEERING DIVISION

OF DOMESTIC INDUSTRIES, INC.

209 PEARL STREET
HARTFORD 3, CONN.





DO THEY CARRY YOUR TELEPHONE NUMBER?

It should appear on all your business forms—especially those going out-of-town, because:

★ *Your customer
will appreciate it!*

He will be pleased at your courtesy in putting your telephone number right at his fingertips when he wants to call you.

★ *It's good business for you!*

Your customers and prospects will be impressed by your desire to make it easy to do business with you.

★ *It speeds things up!*

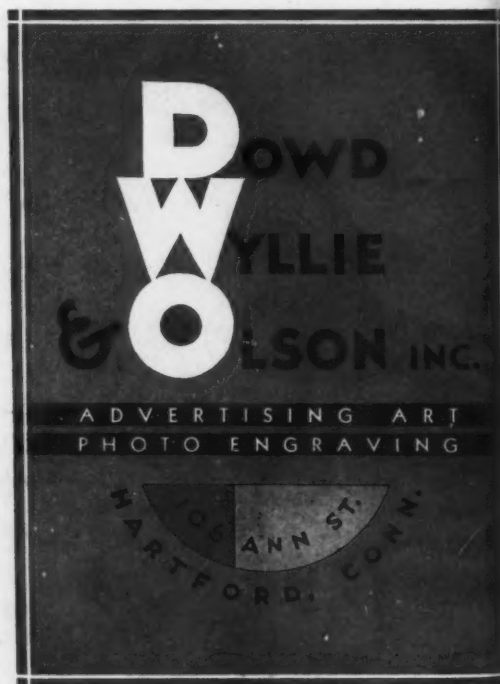
Calls placed by number go through faster. They save time all along the line, from customer, to operator, to you.

Courtesy . . . Good Will . . . Speed! You can accomplish all three this simple way. Share your telephone number with those who use it!

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

Your printed literature
is going to need a major
overhauling one of these
days. Why not give it
some thought *now*?

The Case, Lockwood & Brainard Co.
Hartford 1, Connecticut



THE CASE, LOCKWOOD & BRAINARD CO.
HARTFORD [1944] CONNECTICUT

o.

C

T
G



DO THEY CARRY YOUR TELEPHONE NUMBER?

A simple answer to all your business letters—especially those going out of town—transmits

★ *Your customer will appreciate it!*

He will be pleased if your letters do provide him telephone number right at the finger tip when he wants to call you.

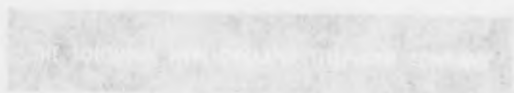
★ *It's good business for you!*

Your customers and prospects will be impressed by your desire to make it easy to do business with you.

★ *It speeds things up!*

Calls placed by business people right after they read an invoice, bill, statement or statement of account.

Convincing... Speedy... Good will... and the like—consider all these this simple way. When you place phone numbers with your letters.



Your printed literature is going to need a major overhauling one of these days. Why not give it some thought now?

The Case Printing & Binding Co.
Hartford, Conn.



The Case Printing & Binding Co.
Hartford, Conn.

